THE SURVEY

Graphic Number

Vol. LXV, No. 5 December 1, 1930

CONTENTS

COVER DESIGN . *Drawing by Wilfred Jones*
FRONTISPIECE . . *Industry—A photograph* 244
OUT OF THE HOUSE OF MAGIC . . . . . *Beulah Amidon* 245
CONNECTING MEN AND JOBS . . . . . *Paul H. Douglas* 253
THE FIRST STATE PROGRAM FOR EMPLOYMENT 257
The report of the N. Y. Commission on Stabilization of Industry for the Prevention of Unemployment. *Henry Bruère, Chairman*
LADY DOCTOR OF THE HELDERBERGS . . . . . *John Palmer Gavit* 261
THE COMMUNITY THAT OSBORNE BUILT . . . . . *Frank Tannenbaum* 266
THE AMERICAN SCENES—PLURAL . . . . . *Murals by Thomas H. Benton* 271
INVALIDS' ADVENTURE . *Dean Van Clute* 274
THE EVIL MEN WANT . . . . . *Frankwood E. Williams, M.D.* 278
IN THE DARK OF THE MOON . . . . . *John Palmer Gavit* 280
LETTERS & LIFE . *Edited by Leon Whipple* 282
TRAVELER'S NOTEBOOK 296

The Gist of It

TO a canny, not to say stiff-necked working force which wants to know what it is getting for its money, the General Electric Company was unable to "sell" the idea of unemployment insurance in 1925. But with hard times and short rations the idea took on new meaning and it has been established for the tens of thousands of men and women in its plants. BEULAH AMIDON, associate editor of Survey Graphic, tells of this social invention which has come out of the electrical House of Magic at Schenectady, and of what the men and their wives think of a plan that assures them of half their usual wage when they are laid off. Page 245.

THE federal Employment Service served the country notably during the war, but it came down like a spent rocket after the armistice. Yet efficient connecting of men and jobs is one of the four necessary planks in any sound platform of meeting and preventing unemployment. A discussion, page 253, by PAUL H. DOUGLAS, professor of economics at the University of Chicago and organizing director of the Swarthmore Unemployment Study—particularly of the Wagner bill in the Senate, which would at least put us back where we were in war boom times and perhaps give us the machinery for forging ahead.

THE notable report made on November 30 by the New York Committee on Stabilization of Industry for the Prevention of Unemployment, of which Henry Bruère of New York City is chairman, is given almost in full, page 257. This is the only state commission to be appointed last winter, before the present acute emergency, and it is the first to report. It recommends a definite, long-term program of practical interest to every state. In a signed statement to Survey Graphic, Governor Roosevelt says, "I shall use my best effort to see that the plan here set forth is put into effect in New York." While Governor-elect Pinchot of Pennsylvania points out: "Unemployment has now become our most immediate problem. No class gains from it; all classes lose by it. . . . To remove insecurity from the lives of the workers and from industry as a whole, is one of the greatest and most fundamental tasks of modern civilization."

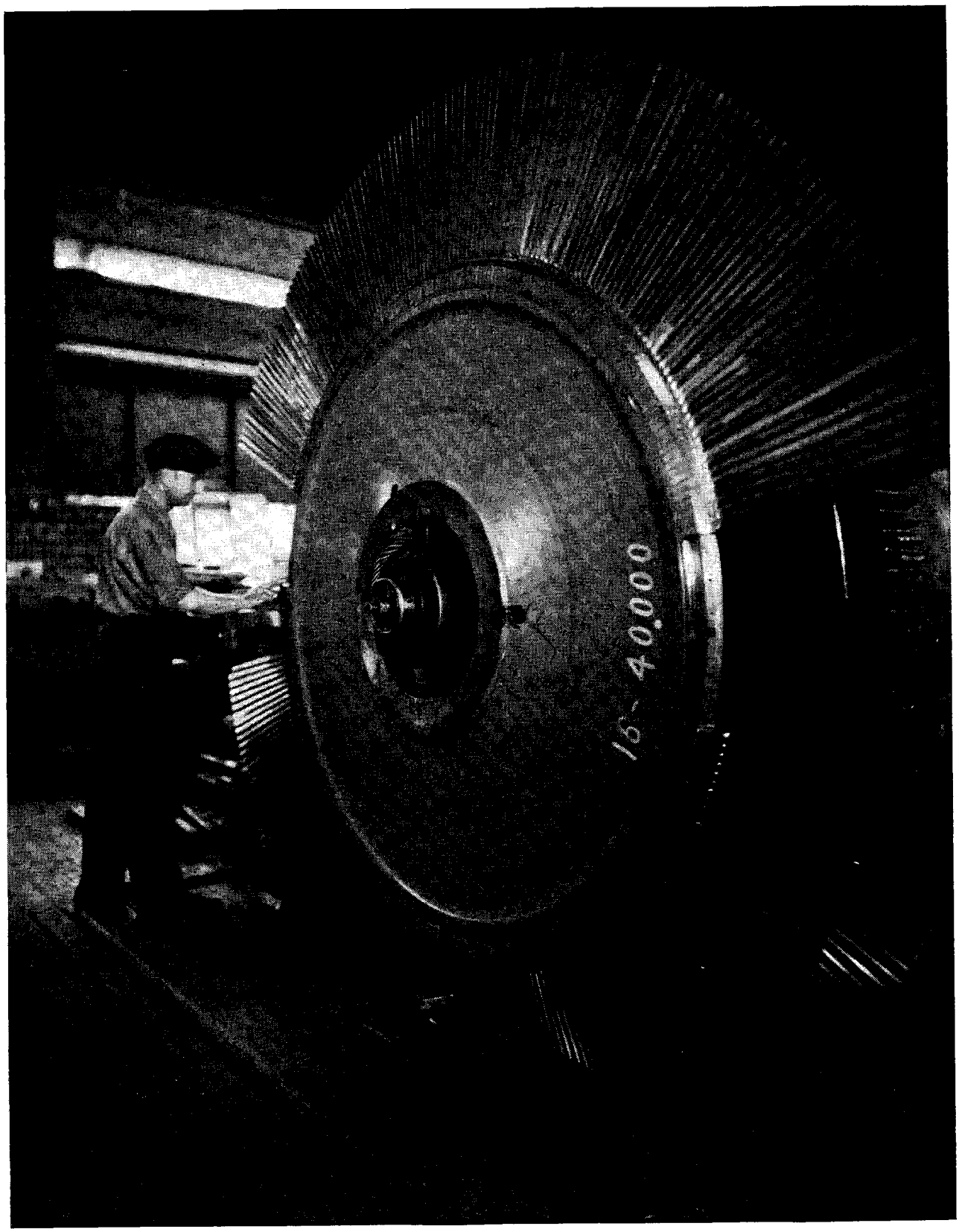
AN article in a Survey Midmonthly did it. Edmund W. Huyck of Albany, N. Y., wrote briefly but pointedly of the crying need of more physicians in country districts. Dr. Anna Perkins read it, picked up her hat and her M.D. and her experience as an interne at Bellevue Hospital where she used to ride ambulance on accident cases—and moved to the Helderberg Hills in up-state New York. The whole countryside calls her "Dr. Anna" and sends for her in a hurry in her car, on snowshoes, or astride of Sally with saddle-bags strapped on behind, according to the weather. For the weather in the Helderbergs is even less reliable than the health of the Helderbergers. In winter, the remote farms are often buried under such banks of snow as Whittier found in New England, while in summer it is a pleasant land, beloved of such fair-weather residents as JOHN PALMER GAVIT, of Survey Graphic staff, who writes of it on page 261.

FROM the same kind of men of whom we are in mortal terror today—gangsters, gunmen, thieves, forgers—Thomas Mott Osborne built his self-governing community at Sing Sing. How it grew out of a combination of Osborne's warm humanity and the dry bones of an electoral system, is set forth on page 266 by FRANK TANNENBAUM, who has told in earlier Graphics of Osborne's beginnings at Auburn Prison and the first Christmas week at Sing Sing. Later articles in the series will be based on the same first-hand material, including Mr. Osborne's personal files of letters, which have been made available by his family.

THE moving true story of three men—blind, crippled, cardiac—who dreamed and schemed to break out of their life terms at a charity hospital and fly away to Florida, and the Fountain of Youth, and a chance to earn a living selling newspapers on a sunny corner, is told by one of them, DEAN VAN CLUTE, on page 274. It sounds like a fairy tale, and it has an almost unbelievably happy ending. Mr. Van Clute wrote a short story for a newspaper, which was read by a woman of means—and lo and behold he has been endowed for a year in a book shop with one of his hospital buddies to be eyes for his blindness and fingers for his helpless hands. He writes us: "To me bookselling seems a gracious calling. For ever since I grew to love books I have thought it would be the most romantic thing in the world to be a bookseller—to meet those people who seek in books the great and fine, the distinguished and beautiful. I have tried to make my shop a golden bazar for such people." The address is 55 Charles Street, New York City (in Greenwich Village), and the telephone Chelsea 2892. Clip out this address and paste it in your hat.

THE provocative idea that evils—and goods—do not arise spontaneously in this world of ours, but grow up to meet the needs of fumbling humankind, is thrown out for discussion by DR. FRANKWOOD E. WILLIAMS, medical director of the National Committee on Mental Hygiene. First tried out at the International Congress on Mental Hygiene, it is to be expected that here, as there, it will arouse keen interest. Page 278.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



THE NEW FOCUS—ON THE MAN WHO MAKES THE MACHINE

Assembling the blades of a turbine in the Schenectady works of the General Electric, where a large-scale experiment with unemployment insurance is under way

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

THE SURVEY
GRAPHIC NUMBER

DECEMBER 1, 1930

Volume LXV
No. 5

Out of the House of Magic

By BEULAH AMIDON

THE grizzled old pattern-maker pushed back his cap and scratched his head. We had fallen into talk one sunny noon as he ate his sandwiches and drank his coffee outside one of the great buildings along the main street of the Schenectady plant. He had told me what he could of the General Electric's new unemployment-insurance plan, under which workers may count on half their normal earnings during lay-off. And then I had asked him why, in his opinion, General Electric was the first major American industry to initiate such a measure of security for its wage-earners.

"Well," he said at last, "I guess we're sort of in the habit of trying out new things here."

It is perhaps that spirit of "trying out new things" that characterizes the story of the General Electric. And there is no place where it can be seen in action more clearly than at Schenectady, where are the general offices and the international headquarters of the company, as well as its largest manufacturing unit.

The life of the plant centers not in the roaring activity of Building 60, where traveling cranes pick up forty- or fifty-ton castings and swing them down the vast chamber for the next work process or assembly test, not in the shops where enough wire and cable are spun yearly "to loop earth and moon thirty times," not in the induction-motor department, where the smallest and the largest motors in the world were built—they show you these places and a hundred more with honest pride in the skill and achievement they represent. But the center of the Schenectady plant is the laboratory building, "the House of Magic," in Floyd Gibbons' happy phrase, where the research projects go forward and out of which have come the new applications of electric power achieved by the "wizard," Steinmetz; by Dr. Whitney, not only an inventor himself but the director and the inspirer of the whole research organization; by Langmuir, who invented the Mazda "C" lamp which now supplies more than half of the world's electric light; by Coolidge, inventor of the Coolidge x-ray and cathode ray tubes; by Alexanderson, who has been a leader in the development of radio and television—the list would fill this page. It makes stirring reading even for the layman who cannot follow the technical steps of these achievements but who glimpses behind them the daring, patient, undismayed effort they represent.

The experimenting carried on in the House of Magic has been in technical terms. Its results are seen in changes wrought in the material circumstances of our lives—better lighting, more efficient power stations, electrified transportation, electric heating and refrigeration, radio, and so on. But, as my friend the pattern-maker tried to tell me, the company has not confined its research to the technical side of its business.

The General Electric has made of itself not only a laboratory for devising new applications of electric power but for devising new set-ups in industrial relations, and to these it is applying skill and intelligence comparable with that of its engineers and technicians in the field of the physical sciences. If in this area there is a degree of friction, a tension and lack of coordination that would not be tolerated in technical processes, that is due, in part, to the human variables involved, in part to the fact that even in our most enlightened industries, the machine has been the focus of attention rather than the man who runs it.

THE new unemployment pension scheme (it is summarized on page 252) is not a relief measure contrived to meet the current emergency which is being felt by the General Electric and its employes as it is being felt by every industrial enterprise in this country. It is, in a sense, a research product, quite as definitely as is non-sag tungsten filament, or atomic hydrogen welding.

Gerard Swope, the president of the General Electric, looks on unemployment as "the place where our economic system has fallen down most seriously." Talking across his desk in his New York office, with a miniature loud speaker reminding him (and me) at frequent intervals that "Mr. Empringham is waiting," we discussed the background of the new unemployment-insurance plan. Keen and eager and highly articulate, Mr. Swope speaks with no more self-consciousness of his settlement-house experience and

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

viewpoints than he does of matter-of-fact business details.

As a budding engineer, just out of college, he was a resident of Hull-House. He is, needless to say, a decisive and practical man of affairs. But in talking with him one senses, too, his interest in people, not as "overhead" or "labor costs" or "efficient executives," but as human beings. In what he says, again and again, there is an echo of Jane Addams' philosophy and practice. As he himself said:

My interest in the worker's problem goes back to Hull-House. My feeling about the insecurity of the wage-earner, however, arose in my first job after I left Chicago. It was in St. Louis, and I had the responsibilities of a married man by that time. It was then I learned what it means to wonder, "Can I keep my job?" and to go on wondering day after day.

As result of his studies of the social legislation of England and Germany as well as of this country, the president of the General Electric holds that "the cost of unemployment insurance belongs to the employer, the employe, and the state."

In the 1921 depression, the workers at the West Lynn (Mass.) plant voluntarily taxed themselves 1 per cent of their full-time weekly wage to provide a relief fund for the unemployed. "That was a fine expression of the spirit of solidarity we are trying to build," Mr. Swope commented. "It set me thinking about ways of helping all our employes to help themselves and one another in time of unemployment." In the course of a year or two he had worked out a tentative plan of unemployment insurance. "It was similar to the present plan," he told me,

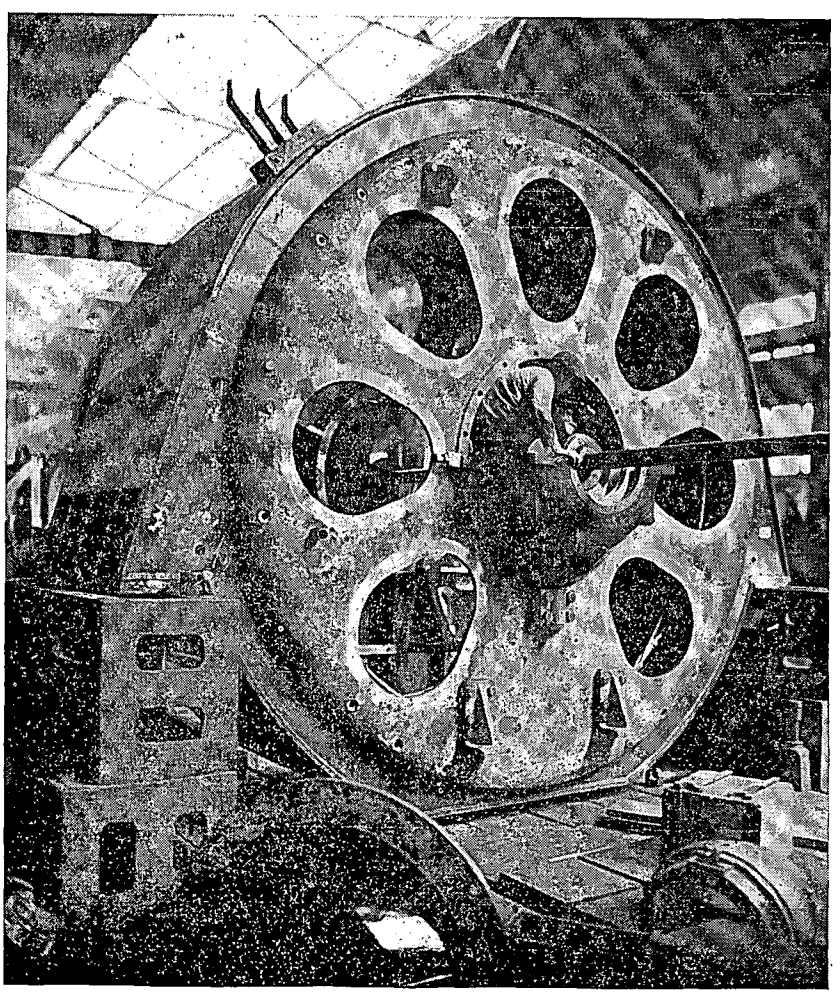
and I hoped it would at least be tried. But when it was submitted to the employes they turned it down. Last spring I got out the old papers. A few changes were made in details, but it was submitted again in virtually the same form in which it had been rejected in 1925. This time it met with a good deal of interest. So far as I know, the only opposition has been from the most highly skilled mechanics. They feel so secure in their jobs that they think of this merely as a scheme to make them "help take care of the other fellow."

As it stands, the General Electric plan, Mr. Swope points out,

is just a starting point. It is incomplete in many details. It is frankly an experiment—none of us know how it will work. It is to be carried forward by a committee of administrators, half of whom are appointed by management, half elected by the employes. At present we are trying to have these administrators decide the rules under which unemployment benefits shall be paid. The first thing, of course, is to agree on a definition of unemployment, for the company as a whole or for the individual plants. They are wrestling with that now.

To get the angle of plant executives and workmen on the new plan, I went a few weeks ago to Schenectady. In the long years before the General Electric and the American Locomotive Works located there, this modern industrial center was a placid, comfortable old town on the Mohawk, looking back to the days of French and Indian wars as its time of adventure.

THE Schenectady works were established nearly forty-five years ago, when the Edison Machine Works, which was afterwards absorbed into the Edison General Electric Company, acquired two buildings on the site of the present plant. It began operations with about three hundred employes. The Edison General Electric was in itself a consolidation of all the Edison electric-light enterprises, the first of which was the original Edison Electric Light Company, organized in 1878, to finance Mr. Edison's experiments at Menlo Park. By 1892, there were some three thousand workers at the Schenectady works, which had outgrown the two original buildings, and begun to sprawl along the river's edge. In that year the General Electric Company was formed through the merger of the Edison and the Thomson Houston Electric Company of West Lynn. Today, the Schenectady plant is a city in itself with its 350 buildings, its many miles of streets and railroad track. The general office building alone has more employes than the whole plant boasted back in the nineties.



Skill and training are called into play in lining up a motor for a turbine-electric ship, prior to final assembly

The General Electric unemployment-insurance plan was presented first to the works council in each plant. After the council had discussed the scheme and gone on record in favor of it, the members undertook to carry the plan to the shops and obtain an expression of rank-and-file opinion. It is only when 60 per cent of the eligible workers in any plant "sign up" that the plan goes into effect. At some of the smaller plants the response was swift and enthusiastic. At York, Pennsylvania, for example, where there is a working force of only one hundred, the vote was 100 per cent in favor

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

of the plan, and payments into the fund began on July 1. At Philadelphia, Erie, Bloomfield, Oakland, and Bridgeport, the favorable vote was over 90 per cent. At Schenectady, there was a 70 per cent enrolment, after a six weeks' campaign. The average for all the works was 79. At Schenectady the first contributions were paid into the fund on August 1. The accumulation period does not end, therefore, until February 1, and unless the winter's emergency causes a modification of the plan, no benefits will be paid there until that date.

Several members of the works council with whom I talked said frankly, "It was an awful job to put that thing over here." They were, however convinced of the worth of the scheme, to the employes individually and as a group. Each assured me that the council as a whole was equally in favor of the plan. "We've argued for it so hard, putting it over," one man said, "I guess we'd all be convinced by this time, whatever we felt when we first heard of it." They reported that they had in the main encountered four lines of argument against the unemployment insurance proposal. The first and most frequent was, Why should I look after the men outside the gate? "You know that fellow," a councilman said to me. "He's the skilled man who thinks he owns his job. He just can't entertain the idea that he might be the man outside the gate himself some day." The second argument was, What will I get out of it? "That man's a first cousin to the other chap," the machinist pointed out. "He doesn't look beyond his nose. And he isn't going to sign up for anything until he sees just where it's going to do something for him right now." A good many employes, I was told, professed to see in the provision limiting benefits to twenty dollars a week, an effort on management's part to reduce the general wage-level of the plant to that figure. The fourth argument quoted was, The company ought to pay the whole cost of the plan out of profits.

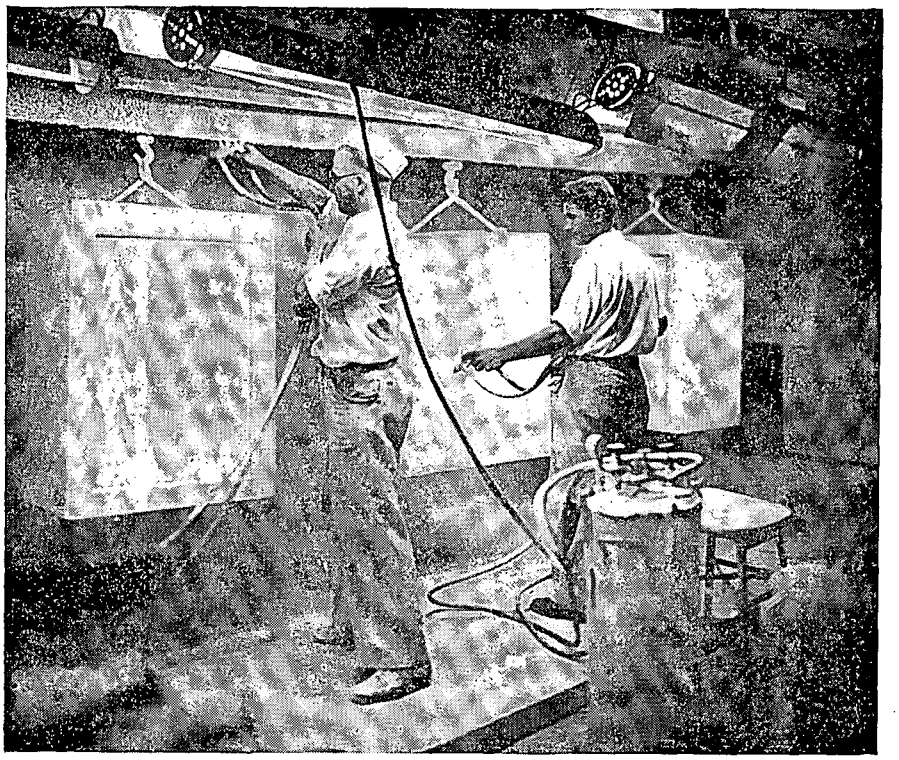
I heard these four arguments myself, as I talked with plant employes outside their working hours. I heard other objections, too.

HANS LÜBACH, for instance, (that is not his name, and all the workers' names used are fictitious) was bitterly opposed to the plan, though he had finally enroled himself in favor of it. He said:

> They offered to let us vote on it. I don't call what they did a vote. When you vote you mark your ballot and drop it in and when the votes are counted, there's no way to tell who voted or whether they voted yes or no. Well, they don't do this job like that. They stick a card at you for you to sign on the dotted line. First the councilman comes around. Next the gang boss. Next, the foreman. Then I sign up. I'm afraid it wouldn't be healthy for me to hold out any longer. I don't care how good this scheme is, I don't like the way they put it over. You can't feel right about a thing you're clubbed into. But with things the way they are, you can't take a chance of getting fired and so you don't get the foreman down on you.

A skilled Italian who has been with the company since 1916 said:

> I didn't sign. I'm not going to sign. It's a fine scheme for the company. It don't do the workers no good. You got to be out of a job two weeks to get a benefit. Now, look at my time. I worked ten days in August. Then I'm out two weeks. Then I work a week. Then I'm out till the eighth of September.



Spray-painting electric refrigerators as they move down the line, at the end of which they are boxed for shipment

> Then I work four days. Then I'm out a week till the seventeenth. Then I work the rest of that week and all the next week. Then I'm out two weeks. This week I'm going steady again. All that time I lost, but if their plan was working I don't have one cent of benefit. Why should I kick in on a gyp like that?

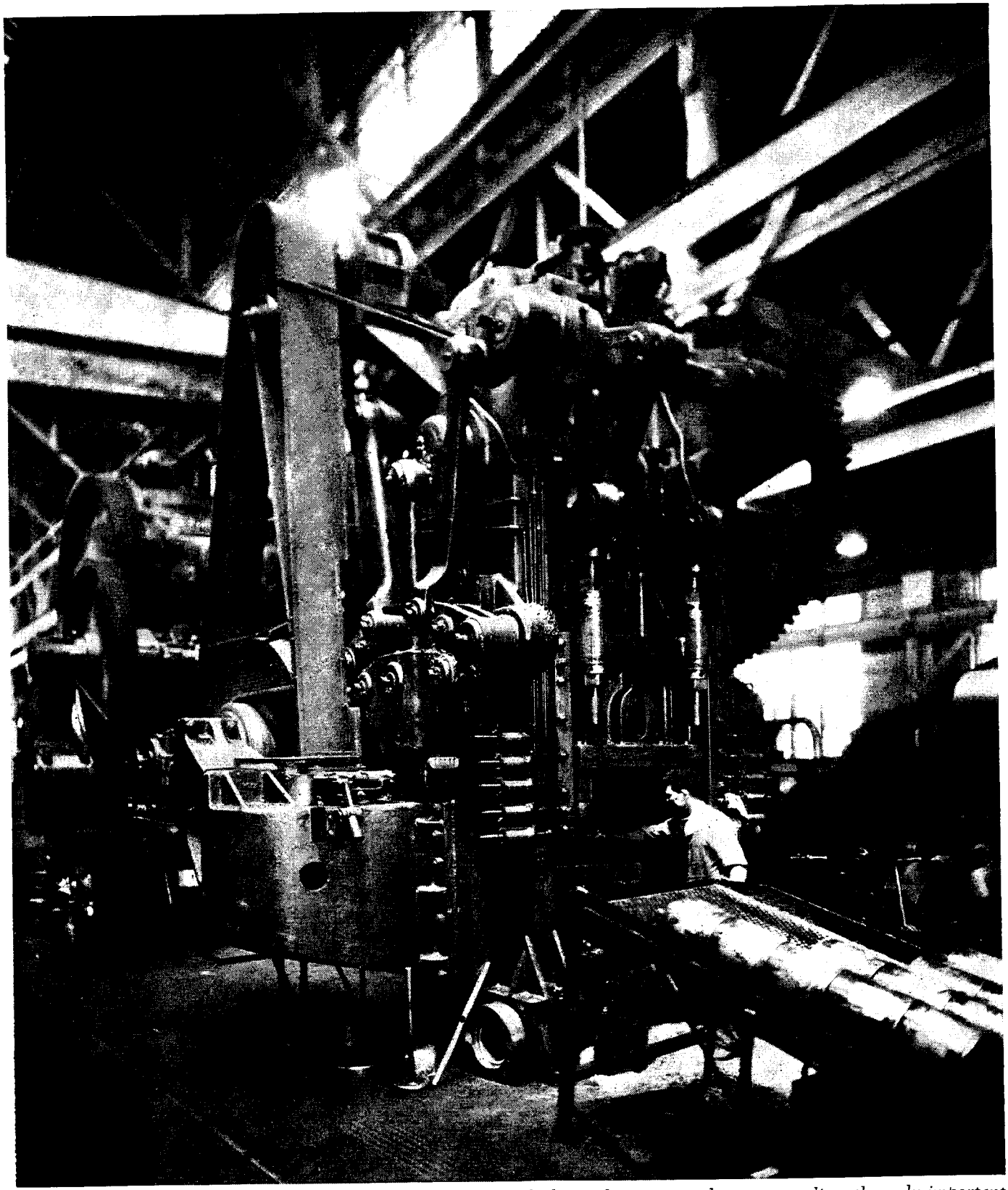
Here was revealed a weakness, not in the plan itself, but in the educational campaign to "put it over." This man's opposition was rooted in his failure to understand the rather complex section which provides that once a worker has been laid off for two weeks in any twelve months' period, he is entitled to benefits without a waiting period if he is laid off later on or put on less than half time.

I talked with other workmen who, remaining open-minded on the details of the project, were very hopeful of its ultimate values for themselves and their fellows, and who were more than willing to cooperate in the experiment.

John Winowski, a Polish truckman, told me:

> At first I don't mean to vote for this thing. I don't see where it gets us anywhere. I don't like this promising some of your wages here, some there. I don't buy nothing on instalments. I don't like my money tied up before I see it. I got three little girls at home and three big boys work here at the plant. One is nineteen, one is twenty-two, one is twenty-three. They is each one a good boy and a good worker. But none of them got married yet. It's the single fellow gets the notice first. The woman and me, we got all three of our boys back on our hands last month. I don't see where they get more work than odd jobs till things pick up. I thought to myself, suppose they all got these benefits coming in, ten or twelve or fifteen dollars a week each one. It don't sound so much maybe. But how that would help things at our house this year! So, when I think of that I change my mind about this unemploy-

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



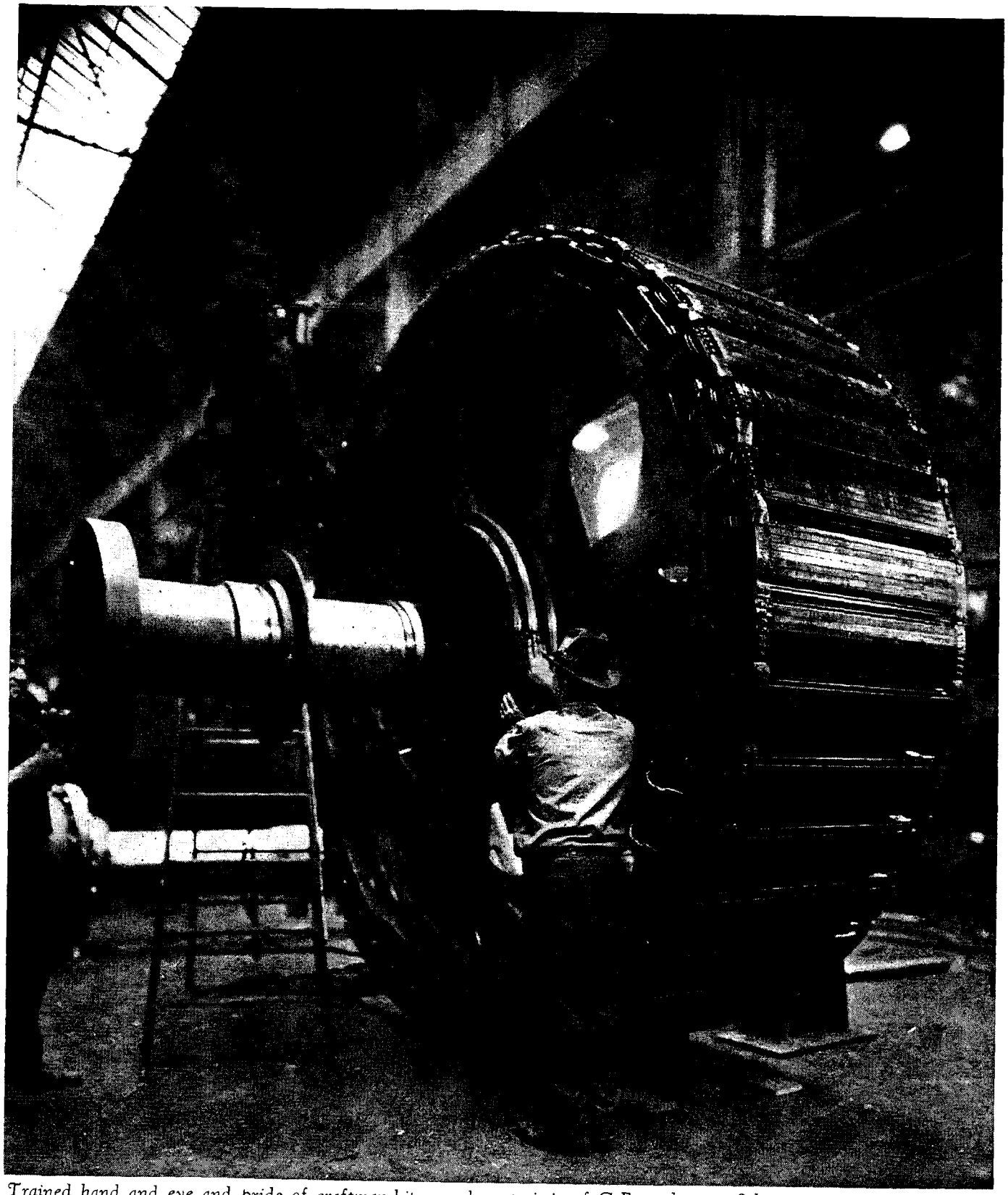
A giant punch press pounds out electric refrigerator parts which are then sent to the conveyor line, the only important mass-production unit at the Schenectady plant

ment pension. I sign up for it. Me, I wish it's working right now, you bet.

Fred Taylor was convinced of the desirability of the scheme by equally practical considerations:

Four years ago, the missus and I decided we wanted our own home. We had a little money, some savings and a few hundred her father left her, and we made a payment on a nice house. The company helped us get the mortgage and we kept the upstairs rented out, and we been getting along fine. And then in August the man that rents the upstairs got laid off. He's had some tough breaks. The wife and I decided we couldn't put him out. But he couldn't meet his rent last month, and I don't have any hopes of his paying us a cent till things pick up—maybe not till after the first of the year. It's making things pretty tight for us.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



Trained hand and eye and pride of craftmanship are characteristic of G-E workers at Schenectady, where more than half the employes are classed as skilled or semi-skilled

Now, I figured, suppose that unemployment-insurance plan had been working. Tom would have had benefits coming in, and he wouldn't have been a total loss to me, would he? I'd be in a lot better shape helping carry him with the little I'd pay into the insurance than toting the whole load alone, like I'm doing now. So that's why I signed up for it.

"Yes, I been for the plan from the beginning," Bill Blake told me.

My wife's for it more than I am. The second year we was married I was out of work five months. We used up what little savings we had and sold our furniture and we'd had an eviction notice when I finally got a job. It was only helping deliver milk and didn't pay much, but I was never so thankful for anything as I was for that job. Our first girl was born ten days after I got it. My wife's never forgot that time, and I never have either. But a lay-off is tougher for a woman than it is for a man, after all, especially at a time like that. More

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

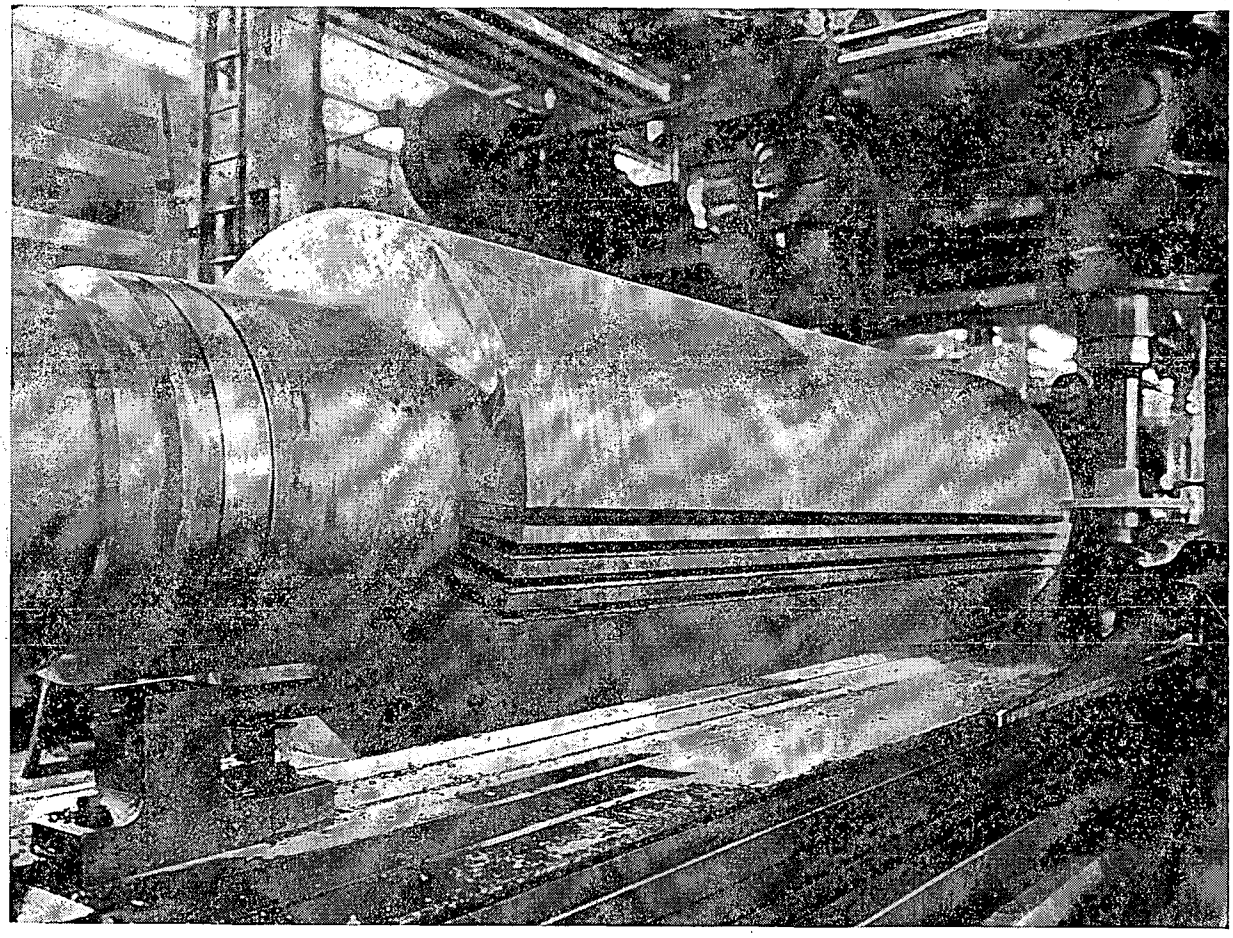
than once my wife has said she'd rather know she can count on something regular, no matter how little, than go worrying about the weeks when there won't be a cent coming in. She was tickled to death when I told her about this plan. Of course, I've put something by in the savings plan we've got here, and we got an equity in our house now. I earn good wages, and I've worked fairly steady for some time; we're a lot better fixed than we were in '24. All the same, it gives you a good feeling to know there'll be something steady coming in, even if it's only eighteen a week, if times get hard. I'm going to take a big breath of relief when this plan gets working, and so's my wife.

A woman with whom I shared a street-car seat expressed much the same opinion. She said:

Yes, I urged my husband to vote for that new benefit plan, and I'm glad to say he did. Things look bad this year. Jim has already been on broken time for a month. You just don't hardly know what to figure on. Of course by the time the plan is working, I suppose things will pick up. But we'll have it for the next bad time—and one is sure to come before so many years. Seems like you can just about count on a spell of lay-off every three years. And you're just getting caught up from one when the next one hits you. Jim says I'm hoping too much from this new plan, and maybe I am. But I don't believe a man can rightly understand what it means to have something steady to count on, even if it isn't much.

The General Electric plant in Schenectady dominates the life of the community. On my visit there this fall, I saw no breadlines, soup kitchens, or other dramatic "signs of the times." But I heard a good deal of talk about "the slump," and activity, both at the plant and in the business life of the community, had obviously "slowed down." There is no free employment office in Schenectady. Most of the job seeking and job filling is done by the personnel department at the General Electric. "When the G-E lays off," I was told by a local merchant, "you don't find anyone else around here taking on."

The building trades are fairly busy, owing to the construction of a new city hall, a Y.W.C.A. building, and a theater. The Community Chest executive reports that so far this year there has been no appeal for extra funds by member agencies. The 1930 budget was smaller than that of 1929 and at the time of the annual campaign in May, the goal of $212,000 was exceeded by $12,000. Relief in Schenectady is handled through the Public Welfare Department, the City Mission, and the Salvation Army. Except for an unusual number of "transients" and "homeless men," none of these three organizations had actually experienced an unusually heavy demand up to the middle of October. In 1921, I was told, Schenectady felt the slump keenly. "Everything was flat then—there's nothing like that this year," the Community Chest executive told me.



Under the individual control of a skilled worker, a machine digs eight-inch crevices in solid steel as it slots the rotor of a giant turbine-generator

The General Electric is pretty nearly the whole thing in Schenectady. What happens to them affects the whole town. You hear about bad times this year, but you don't see anything of it. Whatever there is, the company is handling it.

The same thing was said to me in another way by a woman who was buying bath towels at the ten-cent store the afternoon I dropped in in quest of a washcloth. She was choosing her purchases carefully, inspecting each towel for possible imperfections.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

"You got to get your money's worth, these days," she said, half in apology for the length of time she kept me waiting while she handed her towels, one by one, to the clerk. Her husband, she told me, worked out at the plant. "He's been there nine years, now," she said.

He's got a good job, too, when things are like they ought to be. But he's on short time now. He only worked four days last week. And this week he don't think he'll get more—if as much. I hear times are bad every place, though. I tell Joe we'd better stick to the company. At least you know they aren't going to kick you out, like some plants do. It's the single men they lay off. As long as there's any work, they divide up among the men with families. We got two children. You won't find many companies that take thought of their workers like that. Not in these times.

I asked her what she thought about the unemployment insurance plan. She was open minded but not enthusiastic.

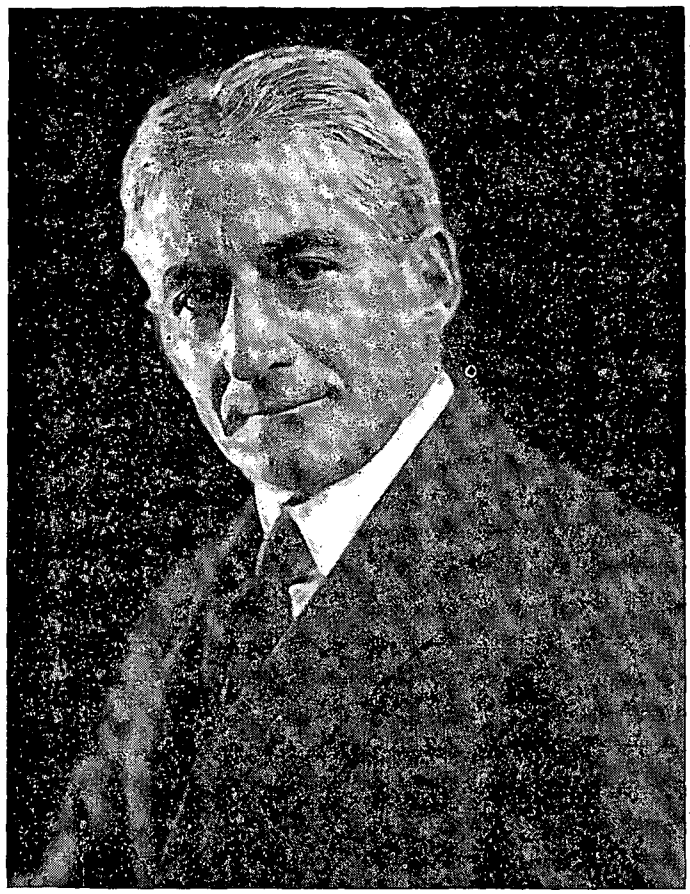
"Joe signed up, but he's not sold on it," she said.

I say it's worth trying. It don't pay you much, and there's plenty of loopholes left so it don't pay you anything, maybe. But any money coming in regular would be a help in a lay-off. Joe was laid off eight months in 1921, before we come here. I'm not going to forget that stretch to my dying day. Seems like I'd try anything to keep from going through that again.

I asked her what other G-E employes and their wives thought about the plan.

"One says this, one says that," she answered.

It's a big plant and there's all kinds of people in it, same's there are anywhere else. If you try to find out what half of them's thinking about you'll be so mixed up you won't know where you're at.



G-E unemployment insurance originated with Gerard Swope, president of the company

As my chance acquaintance suggested, it is not easy to get an adequate summary of public opinion among so vast a working force. The organization has become so complex that even the statistics of its size and composition were not obtainable, though the records tell to the last inch the amount of wire cable turned out, the exact status of every manufacturing project under way at each of the plants.

At Schenectady, for example, the total number of full-time workers on the payroll at the peak, eighteen months ago, when the plant was carrying its normal load and in addition an extensive manufacturing program for the Radio Corporation of America, was given to me as "approximately twenty-five thousand."

The same month that the general business depression began to be felt at Schenectady, the Radio Corporation transferred its manufacturing from the General Electric to its own plant at Camden. This made necessary a double adjustment of the working force at Schenectady. An administrator of the Industrial Service Department, said: "We touched bottom in June. Since then, employment has gained here. The gain has been nothing to get excited about, but at least we haven't lost." He added: "Our normal working force here, since radio went to Camden, would be about twenty thousand. We are about 10 per cent under that now."

In October, the whole working force, plant and office, was on a five-day week, instead of the normal five-and-a-half-day week, with the week's wages reduced by a half day's pay (roughly a 10 per cent cut). A good many sections, though no entire department, were working a four-day week, and many individuals and groups were on even shorter time. This is, of course, a situation not confined to the Schenectady works, or to the General Electric Company. It is a concrete instance of the world-wide industrial depression, and of the slowing wheels, the idle men in every American producing center. Where the Schenectady story differs from the story that would be told in most one-industry towns today is in the way the lay-off has been engineered and in the fact that in the midst of it they have instituted this long-term planning to soften similar emergencies in the future through a comprehensive scheme of unemployment insurance.

The General Electric has had for some time a rating system by which both office and factory employes are "graded" according to quantity and quality of work, dependability, versatility, capacity for growth, and so on. When a lay-off is imminent the foremen make up lists of workers to be released and the Industrial Service Department checks these against the individual records. The first men in the factory to go, for instance, are the "four C" men (men with the lowest rating on all four qualifications) who have short service records and no dependents. A week's notice is given before any worker is "let out."

I heard the story of Tony M. who "stood on his rights" in obtaining the literal application of that rule. He was one of a group of workers who had been told by their foreman that when a certain job was finished there would be no more work for them for a time. The foreman expected the job to last about two weeks, and so informed the men. The job unexpectedly ran on for three weeks. Then the workers took their pay and left, all except Tony. Tony insisted that he had a right to a week's notice and that he had not received it.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

His fellow-workers insisted that "everybody understood how it was to be," but Tony "stood on his rights." And the Industrial Service Department, after collecting the facts, stood behind Tony. Tony got his "notice" and a week of "made work."

When a sharp cut in the working force becomes necessary, the subject is discussed in the works council before the actual lay-off takes place. The works council, established about seven years ago, is made up of members elected from the five geographic divisions of the plant, on what would be a ward and population basis in a city (see Survey Graphic, April 1926, page 21). At present there are 140 representatives in the council, a membership so unwieldy that a sub-committee sifts new business before it goes to the main body. A good many matters, particularly minor grievances, are settled by this committee. Other committees of the council investigate applications for loans, cooperate with the Welfare Department in giving relief, administering the savings plan, and so on. Council members are expected to pass on the gist of all meetings to their constituents.

The works council set-up of the General Electric is frankly a company union, and as such it has been condemned and ridiculed by trade unionists. The plant at Schenectady was for some years quite thoroughly "organized." Relations between management and the trade unions were reasonably good, and there were few strikes. Since the war, union membership has steadily decreased. A few trades—plumbers, moulders, pattern-makers—are still "100 per cent organized" in the Schenectady works. Many individuals, particularly electrical workers, retain their union cards. The company, so far as I could learn, does not discriminate against union members. On the other hand, it now has a definite open-shop policy, and it deals with its employes only through the company union—the works council and its committees.

The present head of the Industrial Service Department has come up through the ranks to his administrative position. As an executive he has not lost the "feel" or the viewpoint of the factory worker. He said of the works council: "A thing like that can be useful or it can be just a lot of hooey. It has been taken seriously here. I think most of us feel it works very well."

Through the works council and through the activities of the company's Welfare Department, the Schenectady workers have become accustomed to a measure of security and to a share in the conduct of their affairs which many of them feel goes beyond what would likely result from trade-union organization. Many others resent the odor of paternalism that seems inevitably to hang over management-initiated schemes, including the works council itself. A Schenectady trade unionist not a General Electric employe, said to me:

> This plant used to be one of the finest places in the country to work, perhaps one of the best in the world. The men didn't realize that what they had, had been fought for, and they couldn't keep it except by fighting. They let their organization melt away. Now they're nothing but a gang of "yes men."

On the other hand, a member of the works council who was once the leader of his local union said:

> I've still got my card, but I'd hate to see the old days come back to the plant. When we worked through the unions both sides kept a chip on their shoulders. It was just one long bicker. Now the chips have been taken off. Instead of fighting, we're working things out together. Both sides make mistakes, but they don't hurt anybody as much as a strike or lockout would. The employes don't hesitate to speak their minds, and neither does the management. But it's always with the idea of exchanging talk till we get to some kind of agreement that both sides can work under.

Another union employe said:

> The company's got us just where it wants us. I don't see how we'll ever get a live union organization going here again, and unless we do, we'll never get anywhere. But with the hard times, you got to keep your principles to yourself. There's twenty men outside the factory gates would jump at the chance to take my job on the company's terms; good men, too.

The success of complex plans carried on through cooperation between management (*Continued on page* 295)

ESSENTIALS OF THE GENERAL ELECTRIC PLAN OF UNEMPLOYMENT INSURANCE

1. Any employe who has been in continuous service with the company for one year or more is eligible to participate.

2. Before going into effect at any works, the plan must be approved by 60 per cent of the eligible workers.

3. A General Electric Company Unemployment Pension Plan Trust is to be established at each works accepting the plan by contributions of approximately 1 per cent of actual weekly or monthly earnings (provided they amount to 50 per cent or more of normal earnings) over a three-year period by each participating employe, matched by an equal contribution from the company.

4. The company guarantees 5 per cent interest on the fund, and pays all administrative costs for the first two years.

5. The administration of the plan at each works shall rest with a committee of not less than four nor more than sixteen members, one half elected by participating employes, one half by management.

6. No payments are to be made from the fund for at least six months after it is set up.

7. After a two weeks waiting period, and with the approval of the administrators, unemployment benefits will be paid an employe on temporary lay-off at the rate of 50 per cent of the worker's full-time earnings, with maximum payment of $20 a week for ten weeks in any one year.

8. A member of the plan who is on part-time which brings his income below 50 per cent of his average full-time earnings may draw on the fund for enough to bridge the gap between his income and the sum he would be entitled to as unemployment pension.

9. When payments out of the fund to men out of work completely absorb normal payments into the fund, contributions shall cease, and the company will declare an unemployment emergency. Emergency contributions to the fund shall then begin, and continue as long as payments from the fund equal its normal income, and until the fund shall again stand at 75 per cent of its previously attained maximum.

10. Emergency contributions of 1 per cent of his wage or salary shall be made to the fund by every employe at the works where the emergency exists, providing his income amounts to at least 50 per cent of his normal earnings. The entire clerical and supervisory force is included under this provision. Further, every employe of the company not attached to a particular works, from the president down, and including the general personnel—sales, engineering, and administrative force in this country shall contribute to the fund a percentage of his earnings based on the ratio of the average earnings of the contributing employes of the particular works to the total payroll of the eligible employes of all works of the company. The company will match all emergency contributions to the fund.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Connecting Men and Jobs

By PAUL H. DOUGLAS

THE only permanent gain in our collective dealing with unemployment which resulted from the depressions of 1914-15 and 1920-21 was the improvement of our employment statistics. There is some hope that out of the present depression may come an adequate system of public employment offices. For over a generation, those who have given constructive thought to unemployment have realized that a coordinated and efficient system of employment offices was the first step in any real attack by society and government upon the problem. This is what lies back of the experiment with the new set-up in New York and the state-wide inquiry going forward in Illinois. Nationally, this effort comes to focus in the battle over the Wagner bill in the present session of Congress.

In the last two decades other nations have been making progress along this line, while our public employment service has on the whole been on the downgrade. In 1911 the total placements by the public employment offices of other countries amounted to approximately 3,000,000 while by 1921 this number had increased to about 8,400,000. In 1927 the placements by the same 4700 public offices abroad had risen to approximately 17,000,000. While the English system has not shown an appreciable improvement in either the quantity or quality of its placements over this period of time, those of Germany and France have. The exchanges of the former country are managed by joint committees of employers and workers and have developed in the large cities some very efficient industrial and trade sections. Beginning with the first of the coming year, the German private profit-making agencies, which have long been strictly regulated, will completely disappear.

Under the stress of the war-time shortage of labor, we hastily constructed an extensive federal employment service which at the height of its activities had 850 offices in operation. During 1918, it placed approximately 2,400,000 workers. When the war was over and the shortage of men was transformed into a relative shortage of jobs, the National Association of Manufacturers and other large employing interests, together with the private employment offices, successfully opposed the proposal to continue the service on a federal basis. The national appropriation was reduced to $400,000 and this in turn was later halved. The offices were either discontinued or turned back to the states and municipalities so that at the present time there are between 180 and 190 public offices. The number of placements has not increased over the decade, as is well shown by Table 1.

Table 1. Number of Reported Placements by Public Employment Offices in the United States, 1921-30

Fiscal year ending June 30	*Numbers actually placed by public offices*
1921	1,398,000
1922	1,459,000
1923	.....
1924	1,807,000
1925	1,610,000
1926	1,791,000
1927	1,688,000
1928	1,413,000
1929	1,534,000
1930	1,346,000

Thus, while there was a rise from 1921 to an average of around 1,700,000 during the four years 1924-27, there has been in the past three years a decided recession. This is due in part to the general decline in employment but it is significant that the number of placements reported for the fiscal year 1929-30 was slightly less than for the depression year of 1920-21.

EVEN more disturbing than the failure of the system, either local or national, to gain ground quantitatively has been its qualitative degeneration. The United States Employment Service has evidenced this deterioration to a marked degree. The head of the Service who was appointed by President Harding and who has been retained during the administrations of Presidents Coolidge and Hoover has revealed his incapacity in increasing measure with the years. The federal Service's possibilities for harm are, to be sure, limited by the scanty appropriations and by the fact that they do not, save in the case of harvest labor, actually place workers. But their work has been bad enough. They have delegated some of their staff to assist the various state services and these men, who are not civil-service appointees, have, with some exceptions, added nothing to the efficiency of the placement work. Further, the analyses and forecasts of the employment situation which the Service issued during the winter and spring of 1930 were almost completely misleading. The statements given out in a period when employment was steadily falling could only have been inspired by utter incompetence or by a belief that it was better to apply mental healing to the business situation than to tell the truth.

The general level of the state offices has also deteriorated. With rare exceptions, they have dingy quarters, are operated by low-paid and dispirited political hacks and primarily handle unskilled labor. The vital drive which characterized the movement fifteen years ago has slackened to a slow tempo. But while this is a fairly accurate generalization, some states have carried on their work with relative effectiveness.

While the comparative costs of placement should not be the sole test as to the efficiency of the service in the various states, it is at least one very important criterion and Table 2 on page 254 for the latest available years shows the wide differences which exist between the states.

This shows the states to be divided into two rather sharply differentiated groups. The first group is composed of Wisconsin, California, and New Jersey, where the average placement costs are around 60 cents, while the second group includes Connecticut, New York, Illinois, Massachusetts,

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Table 2. Comparative Placement Costs of Public Employment Offices in Various States

State	Year	Number of offices	Total appropriations state and local	Total placements	Average cost per placement
Wisconsin	1929	10	$58,081	101,183	$0.57
California	1928	10	84,895	144,516	0.59
New Jersey	1929	7	76,500	120,572	0.63
Ohio	1929	12	155,324	137,538	1.13
Connecticut	1928	8	50,000	29,867	1.71
New York	1929	11	188,309	100,171	1.88
Illinois	1929-30	20	266,080	135,909	1.96
Massachusetts	1929	4	68,841	30,157	2.28
Pennsylvania	1929	9	99,000	41,997	2.31
Total		91	$1,047,030	842,910	$1.24

and Pennsylvania with an average cost ranging from $1.71 to $2.31, or from three to four times the figure for Wisconsin. Ohio occupies a position between these two groups.

It is hard to believe that the higher-cost states give sufficiently better service than the low-cost states to justify the wide difference. On the contrary, students of the question have known for years that Wisconsin, California, and Ohio—all of them low-cost states—are probably first in the quality of their work while the political nature of certain other state departments of labor has been notorious.

But black as this picture is, there are two clear signs of hope. The first lies in various attempts to improve the state services, while the second is the passage by the Senate of the Wagner bill providing greatly increased funds for an improved federal-state service.

New York has been the leader in putting its house in order. Her energetic industrial commissioner, Frances Perkins, appointed an advisory committee headed by F. A. Silcox of the Typothetae to survey the state offices and to make suggestions for their improvement. This committee, with Mary LaDame as investigator, brought in a series of recommendations, some of which have already been acted upon. A new chief, Fritz Kaufman, was appointed, and by staff meetings and personal interviews the members of the service have been given greater interest in their work. An emergency staff was recruited and, after training, made over 5300 field visits in the effort to get more employers to patronize the offices. By these and other methods, the number of placements was increased from a previous monthly average of slightly less than 5000 to 5700 in March, 8600 in April, and 10,400 in May, despite the general decrease in the demand for labor. The number diminished somewhat in the succeeding months but on the whole the gain has been decisive and the reform is still progressing. The Laura Spelman Rockefeller Memorial Fund, headed by Dr. Beardsley Ruml, intends to finance a model public employment office in some New York city for a period of years and during the last session of the legislature, a law was passed permitting the state to accept such assistance. This experiment station will be of the utmost value in raising the standards of public employment work everywhere.

In Illinois, Benjamin M. Squires of the University of Chicago, who is now head of the state advisory board for the employment offices, has been conducting a thorough survey of the offices in that state and if given adequate backing from business and labor groups can perhaps force the politicians to improve the service. In Pennsylvania, Gifford Pinchot, the governor-elect, has pledged himself to include a reform of the public employment offices in the comprehensive unemployment program which is to be worked out by a commission headed by Clyde L. King. There are plans afoot for the improvement of the service in Cincinnati, while in Middletown, Ohio, a far-sighted industrialist, D. R. Hook of the American Rolling Mill Company, has been using the public office as the chief source of labor for his mills.

But while these developments are interesting and important, by far the greatest possibility for improvement lies in the Wagner bill (S. 3060). Almost immediately upon his entrance to the Senate in 1926, Robert F. Wagner of New York revived the Kenyon-Nolan bill and, after making some modifications, has steadfastly urged it ever since. This bill called for the appropriation of $4,000,000 annually by the federal government for public employment services, $3,000,000 of which was to be allotted to the states according to population with the usual federal-aid provision that they or their subdivisions appropriate at least an equal amount. A state was of course not compelled to accept the act, but if it refused it was not entitled to receive federal funds for this purpose. Once under the act, it was pledged to set up an integrated state service and to submit plans for its operation to the United States Employment Service. If the latter approved of these plans and if upon inspection the state service was found adequate, the allotment was to be made. If the federal director refused to certify the plans and the efficiency of the state service, the state could appeal to the secretary of labor, but if the latter upheld his subordinate, the funds were to be withheld.

THE remaining $1,000,000 was to be expended by the federal Service in conducting clearing houses for labor between states, inspecting the state services, carrying on research and publishing information, setting up a revolving fund for the transportation of workers, and finally in directly conducting offices in states where no state system existed and for one year only in states which refused to come under the act. In order to make possible the efficient administration of the new system, the existing federal Service was to be disbanded and a new director general appointed by the President. The personnel for the federal work was to be under civil service and it was provided that the director general should set up a national advisory council composed of equal numbers of employers and workers and that there should be similar councils in each state which accepted the act. The federal funds provided under the bill, together with the amounts required from ten states, would approximately quadruple the total amount now being spent for public employment offices.

The bill did not make any progress until the depression of the current year aroused public and senatorial interest in the measure. By a combination of western Progressives, led by Senator Hiram Johnson of California, and Democrats, the

Table 3. Appropriations to the Federal Employment Service from 1919-1930

From the United States Digest of Appropriations

1919....	$5,500,000 and $250,000 for transportation of workers hired		
1920....	400,000	1925....	206,284
1921....	225,000	1926....	205,000
1922....	225,000	1927....	205,000
1923....	225,000	1928....	200,000
1924....	210,000	1929....	205,000
		1930....	217,000

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Effective Employment Offices

How They May Serve Management and Workers

1. *Lessen the time lost by the unemployed in hunting for jobs and reduce the expense which employers suffer in unnecessary interviewing.*

WE have created central markets to facilitate the purchase and sale of every commodity and to adjust local surpluses and deficits, but we have no such market for labor. Men go seeking work when there are jobs close at hand which they might fill. Groups of men are drawn from city to city by unreliable rumors of employment. Men frequently leave one city to seek work in another city at the very time that similarly qualified men are leaving the second city for the first. This chaotic system is costly for employers as well as for workers. A large electrical supply company in Chicago, for example, interviewed 200,000 workmen in one year in order to hire 20,000. If the first rough sifting had been confined to the public offices, this company, instead of interviewing ten men for every one hired could probably have saved over $100,000 a year. Such savings would permit public offices to carry out a more adequate program of testing applicants for trade skills, mental ability, and physical fitness.

2. *Remove the necessity for individual enterprises to maintain separate labor reserves to meet their peak loads by pooling the general labor reserve.*

It is the practice of most firms so to spread out their work that they will keep attached to them sufficient workers to meet their busiest period. Since the peak periods of firms within an industry and between industries do not coincide, even on the busiest day there are jobless men. If a central labor reserve is created, individual employers can give steadier work to their regular employes and rely on the public exchange for men to meet their rush periods. The excess of men in an industry over the total needed on the busiest day can then, if the employment offices are sufficiently resolute, be squeezed out of this line of work and transferred to others.

3. *Help protect the workers against unfair exactions by private employment agencies.*

There are over 1100 such offices in New York City alone, over 400 in Chicago, while there are 275 licensed offices in Pennsylvania. Some of these offices are reputable but many unfortunately are not. The fees which the workers pay are generally high, and fee-spliting with foremen is common. This of course leads foremen to discharge workers in order to collect commissions on those who take their places. The private agencies frequently fail to make adequate refunds if the applicant does not obtain a job or receives only temporary employment, while actual misrepresentation is common. It is the tendency of the offices to increase their fees during periods of depression because of the workers' desperate need. The best way to regulate these offices is by starting an adequate free public system. This is all the more necessary since the United States Supreme Court in the case of Ribnik v. McBride (277 U. S. 350) has greatly restricted the possibilities of regulation and we must now depend almost entirely on outright competition by the state.

4. *Render special service to particular groups of workers such as juveniles, women, the aged, and the handicapped.*

5. *Furnish general information on the state of the labor market and on employment opportunities in particular industries, which would be invaluable in directing labor into needed channels.*

6. *Furnish services essential to the administration of any system of public unemployment insurance.*

There is no way to determine whether an ostensibly unemployed person is in reality seeking employment unless there is an employment office where he must register and which at the same time tries to place him. But while employment exchanges are a prerequisite to the successful administration of unemployment insurance, it should of course be realized that it is not necessary to adopt the latter once we have the former.

bill passed the Senate in May by a vote of 34 to 27. The "old guard" and the administration Republicans voted almost uniformly against the bill, led by Senator Bingham of Connecticut. The bill then passed to the lower house where efforts were made to side-track it in the Judiciary Committee. Hearings were finally forced and the bill with some amendments was reported out by a favorable vote of 18 to 2 during the closing days of the session. A number of amendments, however, were tacked on, only one of which was an improvement. One of the features of the bill which had been most subject to attack from a constitutional standpoint was that which gave the national Service the power during one year to open offices in states which refused to come under the federal-aid act. This was wisely eliminated. Unfortunately, however, the Service was also deprived of the power to transport workers and with this, by what may have been an inadvertence, the clauses authorizing the Service to establish "uniform standards, policies, and procedures" and pledging it to be "impartial, neutral in labor disputes, and free from political influence." Finally, the committee decreased the annual salary of the director general from $10,000 to $8500.

The bill was reported out too late for action by the House and therefore went over to the short session of Congress, this month.

The National Association of Manufacturers and the private employment offices have been open and vigorous in their opposition to the Wagner measure. The motives of the latter group are obvious but those of the former are not at first thought so apparent. Their ostensible ground of opposition, which has been stressed both by Senator Bingham and by their counsel, James A. Emery, is on the principle of federal aid. This, they assert, is really coercive upon the states and is unconstitutional. Such legalistic objections tend to be at best merely disguises for the real grounds of opposition. The history of constitutional law abundantly demonstrates that constitutional arguments are as a rule only the weapons with which group interests contend rather than the motivating cause for their actions. This suspicion is particularly heightened in the present instance by the fact that the National Association of Manufacturers itself worked in 1916 for the passage of the Smith-Hughes bill granting federal aid to the states for vocational education and by the Supreme Court's statement in the leading case, Massachusetts v. Mellon (262 U. S. 447), that under federal aid the statute does not "require the states to do or yield anything. If Congress enacted it with the ulterior purpose of tempting them to yield, that purpose may be effectively frustrated by the simple expedient of not yielding."

Without pretending to possess any psychoanalytic omniscience, I believe that the real reasons for the opposition of the National Association of Manufacturers, as distinguished from their assigned reasons, are probably as follows: first, their fear that the offices would be used by the unions to get union organizers into non-union plants; second, their fear that the offices would decrease the work of the employment bureaus of a number of manufacturers' associations;

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

and, third, that they fear the offices would hasten the coming of compulsory unemployment insurance.

The first fear seems to be particularly ill-founded. By the terms of the original bill, the Service was pledged to neutrality in labor disputes and while this clause was inadvertently omitted subsequent to the objections of the manufacturers, it should and doubtless will be restored. Second, even if it be thought that the Department of Labor would be biased in favor of labor (an objection difficult indeed to maintain in view of the conduct of that Department during the last ten years), it should be remembered that the director general is to be appointed by the President. Further, the employers are to have equal representation on the advisory councils and could in effect prevent any such possibility from developing. Moreover, even were the Service biased in favor of union men, the employers are not compelled to patronize it and are instead completely free to hire their workers at the gate or through any other agency which they choose. The employers by their refusal to deal with the public exchanges could thus keep the latter from abusing their trust. Finally, even where employers ask the public offices to send them applicants, they are not obliged to accept them. The individual employer can therefore maintain his blacklist, if he wishes, and if men he considers undesirable are sent to him by the public offices, he can simply decline to give them employment.

The second fear may well spring from the belief that if a free public agency is provided many manufacturers will not be willing to continue to contribute to the support of exchanges maintained by employers' associations. This is a perfectly valid reason why the employers' associations themselves should oppose the measure since in the words of Spinoza "each thing, in so far as it can, endeavors to preserve itself." It hardly is a reason, however, why the general public should oppose the bill.

Nor will the third fear seem conclusive to any open-minded seeker after the best methods of dealing with unemployment. The opponent of unemployment insurance should not refuse to take a step which he knows would lessen the chaos and distress of the labor market merely because of his fear that it would facilitate a second step of which he does not approve. Each issue should be decided on its own merits.

Opposition to the Wagner bill is undoubtedly bitter and there is scant hope that it can pass the House at the short session unless the administration comes out strongly in favor of it. It is an open secret in Washington that thus far the administration forces have been at best indifferent and at the worst covertly hostile to the measure. If the White House really means to make any serious attempts to cope with the problem of unemployment, it cannot shirk its responsibility for helping to take the first step towards organizing the labor market. Affirmative support of the Wagner bill would not only be socially desirable but it would be good political strategy as well. It would transform a Democratic-Progressive bill into a non-partisan act and would take away from the Democrats a powerful campaign argument which Senator Wagner and others would know how to wield with vigorous effect. If the administration really wishes to do so, it can, with its control over the present House, have the bill passed during the first days of the current session and then see to it that the Service is speedily and efficiently organized.

But the responsibility for the Wagner bill rests on the socially minded people of the country as well as upon the White House. If they really care about the problem of unemployment they can make their desire to have this bill passed so clear that congressmen of all political camps will see that it is not only economically desirable for the nation, but politically advantageous to themselves to support it.

Rollin Kirby in The New York World

Labor Day, 1930

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

The First State Program for Employment

The report of the New York Committee on Stabilization of Industry for the Prevention of Unemployment

HENRY BRUÈRE, *chairman; vice-president, Bowery Savings Bank, New York City*
ERNEST G. DRAPER, *vice-president and general manager, The Hills Brothers Co., Brooklyn*
FRANCES PERKINS, *state industrial commissioner, ex-officio*
HENRY H. STEBBINS, *Civic Committee on Unemployment, Rochester*
JOHN SULLIVAN, *president, New York State Federation of Labor*
MAXWELL S. WHEELER, *vice-president, Larkin Company, Buffalo*

UNEMPLOYMENT relief which will provide the means of subsistence for millions of jobless men and their families, has this fall become a national problem. These emergency measures are frankly palliatives, not cures. More and more it is felt that industrial unemployment is a matter to which continuing effort and attention must be given and to which constructive planning and study must be applied. From the viewpoint of business and the community, quite apart from the human suffering involved, unemployment represents waste and a bar to progress. Industrial and business leaders and government officials in this country are recognizing this fact, even as they rally all their forces to meet the present need for relief.

New York was the first to appoint a committee to coordinate, on a state-wide basis, constructive efforts to stabilize business and reduce unemployment. The Committee has been in existence since March 1930, and is now rendering its second report. During the spring and summer, we have held conferences with business men and manufacturers in industrial centers of the state. We have collected information on stabilization projects, studied the experience of other countries as well as our own, encouraged the organization of community groups to deal locally with problems of employment and unemployment. In the months between last winter's depression and this fall's emergency, we have canvassed the questions of regularization, of needed community organization, and of security for the worker.

This report is presented with two purposes in mind: first, to summarize the results of the Committee inquiries; second, to make available to the citizens of this state and particularly to business men, industrialists, and public officials, a brief analysis of the causes of unemployment, a statement of the most hopeful means as yet developed by business for regularizing both production and employment, and a discussion of what should be done by industry and by government to ease the burden of unavoidable joblessness which must now be borne by the worker and his dependents.

Our experience leads us to believe that any adequate facing of industrial unemployment must include: regularization of industry, to cut down the amount of unemployment; a thoroughly organized labor market, to cut down the duration of unemployment; some measure of security, to tide the worker and his dependents over the periods when, through no fault of his own, he is unable to find a job.

The report concludes with seven specific recommendations for furthering such a program through constructive action by the industries, the communities, and the government of the state and nation. These recommendations cover: first, concerted expert attack on the problem of regularization through managerial effort, through local committees, through a consulting staff attached to the Department of Labor, and through a full and impartial state planning board which would schedule public works to help take up the slack of private industry; second, an adequate, coordinated system of public employment agencies; third, a study of the whole problem of stabilization of income for the worker, by a competent national body, organized for that purpose.

New York, Ohio, Illinois, and Pennsylvania are the four states which have led the way in appointing what are essentially employment-planning commissions. New York's is the first report. It was created, at the instigation of Frances Perkins, state industrial commissioner, at a time when most governmental bodies were refusing to face the fact of unemployment. The committee has used the months between last winter's depression and this winter's emergency to canvass the whole problem of industrial unemployment, in good times and bad. Today, when we are hastily cobbling emergency relief organization, and groping for facts and guidance, the New York Committee is ready with an analysis of the existing situation and a definite plan of work. Its report, of which we are privileged to publish the essentials here the same week it is submitted to the governor, puts forward a program that goes beyond temporary alleviation and suggests how industry, government, and community may function together to cut down unemployment and provide a measure of security for the jobless worker and his family.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

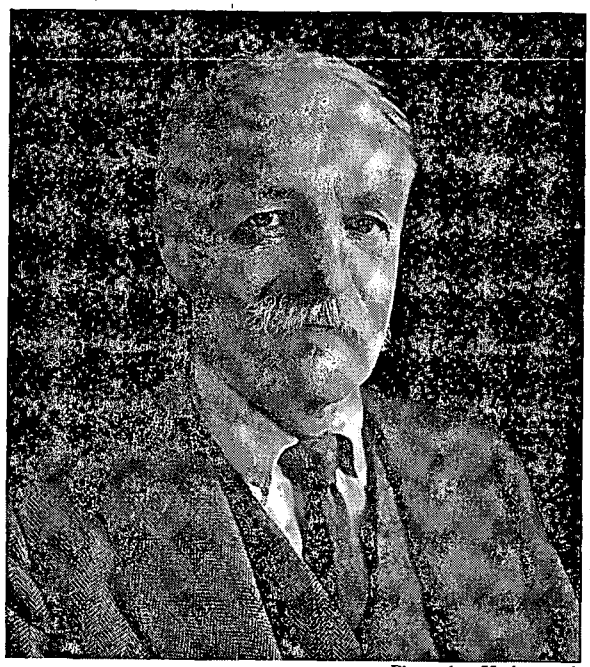


Photo by Underwood

Gifford Pinchot

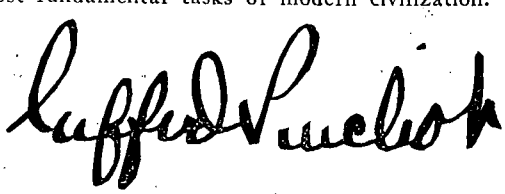
GOVERNOR-ELECT OF PENNSYLVANIA

One month before his election, Gifford Pinchot appointed a committee "as part of the plan for a greater Pennsylvania" to report not later than January 1 on "how the amount of unemployment may be reduced and how the condition of the unemployed and their families may be alleviated." Governor-elect Pinchot writes:

"Unemployment has now become our most immediate problem. No class gains from it; all classes lose by it.

"Unemployment creates fear. The workers can never breathe easily so long as this menace hangs over them. No state can really be prosperous when a large percentage of its citizens are unemployed. In appointing a Committee to draft a program for our new state administration, I asked for specific advice as to what I, as governor, can do, what the Legislature of Pennsylvania can do, and what all men and women of good will can do in this matter. I suggested that the following subjects among others deserve their attention: (1) seasonal fluctuations in demand for work; (2) employment agencies; (3) unemployment due to changes in markets and manufacturing methods; (4) a planned program of public work; (5) stabilization of incomes during periods of unemployment.

"It is highly improbable that unemployment can be entirely eliminated in the predictable future. Therefore, stabilization is necessary to protect families against want and to furnish that purchasing power which is needed to keep industrial establishments running which otherwise would be closed. To remove insecurity from the lives of the workers and from industry as a whole, is one of the greatest and most fundamental tasks of modern civilization."



Chief Causes of Unemployment

THE chief types of unemployment are four: seasonal, cyclical, technological, and chronic. Seasonal unemployment seems to be the principal single cause of the total volume and is caused either by uneven purchasing by ultimate consumers or by weather conditions which affect production. Fluctuations in industries producing consumers' goods create irregular demand for raw materials and spread seasonal unemployment through the textile, leather, and other industries. Most of these irregularities can be traced back to the changes in the weather. These also affect production directly as well as indirectly. Canning, for example, is at present largely confined to the season when crops mature. Building and general construction is greatly reduced during the winter and this helps create alternate busy and slack seasons in wood-working, stone, cement, and glass.

Business is not regular in its course but moves through cycles of prosperity, recession, depression, and revival. At the low point in a major cycle employment in the industrial lines will range from 12 to 18 per cent less than at corresponding seasons in good years. Despite the large amount of research into the nature of the business cycles, causes of depression and boom are complex, changing, and accidental, and have not been any more definitely isolated than have the causes of cancer. We do, however, know far more about ways in which we might lessen the severity of these cyclical swings than we put into effect.

Although the menace of unemployment resulting from labor-saving devices or changes in the art of manufacture may have been exaggerated in the minds of the workers affected, it is well known that improvements in technical production do cause labor displacement. While ultimately these workers may be absorbed, there frequently is an intervening period of unemployment which causes much suffering and which must be mitigated.

Chronic unemployment mainly results from the practice of individual plants maintaining a labor reserve to meet their busiest days and seasons. This may be expected to continue until a better organization of the labor market is effected which, by pooling the reserves, will release the present duplicate reserve staffs for other employment.

What Can Be Done?

SUCH being the main causes of unemployment, how can we grapple with them? We should like first to emphasize the role business can play in reducing seasonal employment. Because consumer demand for a product is irregular it does not invariably follow that the volume of production and of employment at the factory must follow suit. The example of a large number of firms including many which we have studied in this state, shows, on the contrary, that employment can be regularized for many more products than is commonly believed. The four chief means of regularization, one or more of which are employed by many business concerns are: I, stimulating consumer and dealer demand during the off seasons; II, scheduling production so that employment will be fairly evenly distributed through the year despite the fluctuations in sales; III, developing side-line and filler products for the slack seasons; IV, using a flexible working day rather than alternately hiring and laying off workers.

I. Stimulating Consumer and Dealer Demand in the Off Season

AT first thought this possible outlet would seem to be diminishing because of the increased practice of hand-to-mouth buying. While this is a very real obstacle, some

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

firms have at least in part overcome it. The International Shoe Company was in the past able to secure advance orders from its dealers by guaranteeing that if prices later rose, the prices on such deliveries would not, but that if prices fell, the dealers would get the benefit of the reduction. The American Radiator Company has stimulated off-season sales by quoting winter prices 5 per cent below those of the late summer and early fall.

Some large firms which have a dominant position in their industry have changed consumers' habits by advertising. The Hills Brothers Company, who pack Dromedary Dates, have extended the holiday demand for their product by pointing out year-round possibilities for the use of dates. The Sherwin-Williams Company has conducted campaigns to stimulate fall and winter painting, the Coca Cola Company has made that drink a year-round product by constant advertising.

Small businesses cannot by themselves effect such changes in the habits of consumer, but joint effort through trade associations secures results. This is shown by the campaigns of the allied paint manufacturers to build up fall and winter business and by the successful way florists have taught us to "Say it with Flowers."

It may be objected that such efforts merely transfer purchasing power and thus stabilize one industry at the cost of disorganizing others. But this overlooks the fact (1) that building up seasonal valleys means at the same time reducing seasonal peaks. This is clear in the case of price discounts and is probably generally true even in off-season advertising. If more painting is done in the fall, it is likely in the long run that less will be done in the spring. (2) Even when the total business of a company or industry is increased and the sales of other firms diminished, these industries can in part protect themselves by fighting back by similar tactics to protect their slack seasons. The result may be a socially wasteful multiplication of advertising in some instances, but also it may mean a greater stability of operations for both industries, and hence greater regularity of employment which is the end most desired.

II. Scheduling Production

THIS is by far the most common device which is now being used to keep employment fairly evenly distributed through the year. Among the prominent New York companies which are using this method to regularize operations, are the Ithaca Gun Company, the Sterling Engine Company, the Remington-Rand Company, and the Remington Typewriter Company, the Eastman Kodak Company, the Agfa-Ansco Company, Spencer Lens Company, Neptune Meter Company, W. & L. E. Gurley Company, Sheridan Iron Works, Otis Elevator Company, Richardson, Boynton Company, International Harvester Company, Griffin Manufacturing Company, Auto Strop Razor Company, the Oneida Community, Ltd., Gorham Silver Company, Procter & Gamble, Kirkman & Sons, S. S. White Company, Elite Glove Company, the Columbia Mills, the Knox Hat Company, the Hills Brothers Company.

In nearly all of these cases the following steps have been taken: (1) An estimated sales budget for the year is drawn up in advance based on past records and the reasonable prospects ahead. (2) As nearly as possible, this yearly quota is divided into twelve monthly or fifty-two weekly parts. Goods are produced in this ratio and surpluses over current sales are stored to meet the demands of the rush seasons. (3) The estimated sales quota is checked several times during the year against actual sales. If the budget proves to be above actual sales, production is diminished. If realized sales exceed the budget quotas, production is increased. If the forecasting has been competently done, however, the error from purely seasonal causes should not be large, although cyclical fluctuations will continue to cause trouble.

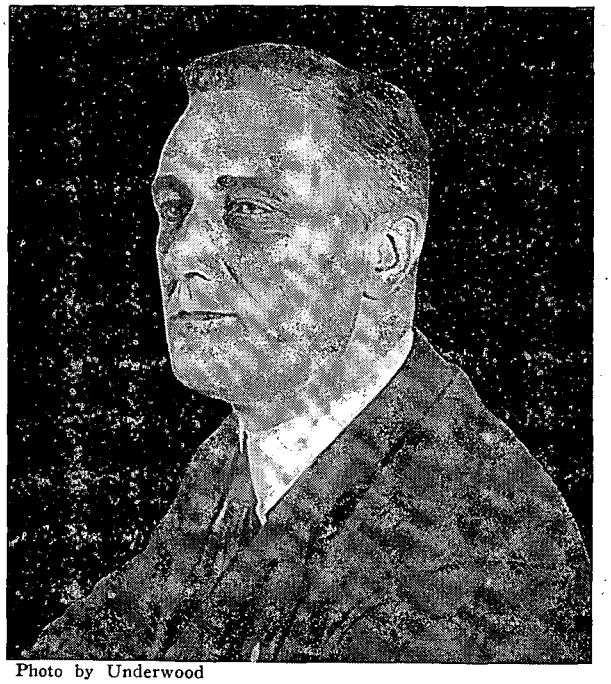


Photo by Underwood

Franklin D. Roosevelt

GOVERNOR OF NEW YORK

In March 1930, Governor Roosevelt of New York appointed a committee to lay out "a long-time program for industrial stabilization and prevention of unemployment based upon authentic American business experience." Commenting on the Committee's report Governor Roosevelt states:

"No problem which confronts us today, in state and nation, is more critical than that of unemployment. In the emergency, our first duty is, of course, to relieve the actual need of the unemployed. But beyond that emergency, we, as a people, shall fail in our responsibility if we do not take steps which will forestall or at least mitigate another crisis, and provide some measure of security for the wage-earner.

"The New York State Committee, appointed to give special study to this matter last winter, has now put in my hands a notable report which not only brings together the best available information and the current thought of economists, sociologists, industrial leaders, and other experts in this field, but also outlines a definite program of work. I trust that this report will have wide reading and careful study.

"I shall use my best effort to see that the plan here set forth is put into effect in New York. It is my earnest hope, and I believe it is also the hope of the committee, that the work they have done will prove useful to communities outside New York, where the winter's emergency is grave and where people feel, as we do, the need for a constructive plan of action toward prevention such as is here set forth."

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

In some cases, such as the Eastman Kodak Company, and Bausch & Laumb, the accuracy of the forecasts has resulted in a curve of employment almost identical with the planned curve and has been kept so from season to season in normal years.

It is much more difficult for a factory producing numerous lines to carry through a program for planned production than for a concern producing only a few products. It is therefore desirable for firms when beginning a program of budgeting and regularized employment to attempt to standardize their products. Sometimes they can reduce the number of kinds with profit. This was done by the Knox Hat Company, when it began to stabilize production, and it has appreciably regularized the business. Despite obvious difficulties, great success in forecasting and in stabilizing has been obtained by some firms which produce a multiplicity of products. The Eastman Kodak Company is an outstanding example of scientific control of production through sales research and budgeting and is worthy of study by every business man having a problem of irregular production and fluctuating employment.

Even when a formal budget has not been drawn up, we discovered many firms which make a practice of manufacturing to stock during the dull seasons. Regularizing production in this manner involves the necessity for coordinating sales plans and production and utilizing past experiences as a guide to future planning. It necessitates tempering optimism with caution. The attempt to regularize production in this fashion becomes, therefore, a part of the general movement to obtain better management in which every industrial investor and employe looks to management to participate.

III. Introducing Side Lines and Fillers

THE historic partnership of coal and ice is the classic example of this method of reducing seasonality. The International Harvester Company has taken on a varied line to keep its factories busy the year round at the approximate level of its spring peak. The Remington Arms Company has experimented similarly to overcome the tendency to concentrate production in the fall. The Welch Grape Juice Company, by adding jelly and a fountain syrup to its line of grape juice and grape spread, has been able to prolong employment. The Beachnut Company, by packing peanut butter and other products, has greatly modified the alternate floods and droughts which normally characterize most food-packing industries. The New York Quinine and Chemical Works is also able to produce fairly steadily during the year because its products have different seasonal peaks. The Dutchess Manufacturing Company make up standard boys' garments when the season is slack for other garments, and H. A. Dix Company manufactures nurses' dresses and uniforms during the months when its line of house dresses is in little demand. It is not enough, however, merely to develop side lines in order to maintain steady employment. It is also necessary to transfer workers from the main products to the fillers and this in many cases requires additional training. The Michael-Sterns and Hickey Freeman Companies of Rochester have both developed such flexibility to a very high degree.

The new product must be such as can in general be made with the same machinery, marketed by the same selling force and manufactured at not too great cost approximately by the same working force. To determine what new products should thus be taken on, calls for a very high quality of management. Not only must engineering knowledge be applied to determine the fitness of the plan for the product in question but the sales opportunities must be carefully analyzed as well.

IV. Using the Flexible Working Day Instead of the Lay-Off

THIS method of meeting the seasonal peaks is used by the Delaware & Hudson Railway when the working time is varied between 8 and 10 hours a day according to the demands of business. In this way permanent workers put in up to 10 or 12 hours extra a week to handle the fall increase in traffic, and at other times work only 48 hours, and sometimes only 32 hours a week. This practice is used in one form or another by a number of plants, including many canneries and the National Cloak & Suit Company, and has much to recommend it. If the total yearly hours are not excessive, it is better for a constant number of workers to be employed for a flexible number of hours per week than for a very fluctuating number of workers to be employed for a constant number of hours per week. The plan has, however, two dangers: (a) ability to work employes overtime during the rush seasons may discourage employers from trying to iron out fluctuations in production and hence lessen the possibility of evening the number of man-hours worked and earnings received in the respective months; (b) overtime in some cases may be excessive and cause fatigue. Such a policy will, therefore, be better for a plant with a 44- or 48-hour basic week than for one where the standard week is already 54 or 60 hours. It is also desirable that overtime work should not be carried on for too long a time.

Many firms believe that such policies as we have mapped out, while socially desirable, would not pay them individually because of the added storage and interest charges which planned production entails. It is the common practice of most business men who have not yet regularized their employment to use this argument as an excuse for their own inertia. The firms, however, which have regularized production find that such a program has brought economies which decidedly outweigh the costs. These economies are of four main kinds: (1) The costs of hiring and maintaining large numbers of untrained workers for short periods of time. A New York manufacturing firm has stated to us that it finds "new employes, even though they are what is known to the trade as skilled mechanics, are not even 40 per cent efficient for the first six months." By keeping steady work all the year round costs are reduced by having experienced workers turn out the product. With the stability of jobs assured the only part of labor turnover which remains is that due to the instability of men.

(2) By reducing the fixed capital charge per unit of product, if an appreciable increase is made in the working force to meet seasonal peaks, additional capital in the form of machinery and floor space must be provided. It thus becomes possible through regularization to turn out the same annual output with a smaller quantity of fixed capital, and so reduce interest charges for this form of capital. One New York concern stated this advantage: "If we produce at the same rate that our goods are sold, our factory would have to be equipped to handle our maximum demand. During slow periods, our machinery would be idle or working at a small percentage capacity. Our factory (*Continued on page* 290)

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Lady Doctor of the Helderbergs

By JOHN PALMER GAVIT

A BABY won't wait. Rich or poor, city or country—when he's ready for his debut he makes it, regardless of anybody's state of preparedness. He pauses not for oil, or candles, or even for sun-up. Think of the gamble every baby takes, especially in the mountains and in winter; recking not a whit what provision, or whether any, has been made for his advent!

Upon this particular occasion, a complicated obstetric problem had engrossed the doctor's whole attention; she had not realized that the dim light had been getting steadily dimmer, until—suddenly with a last brave phenomenal flare the lamp, such as it was, went dead out.

"Quick, man! Another lamp!"

"Ain't got no other lamp."

"Some more oil—hurry!"

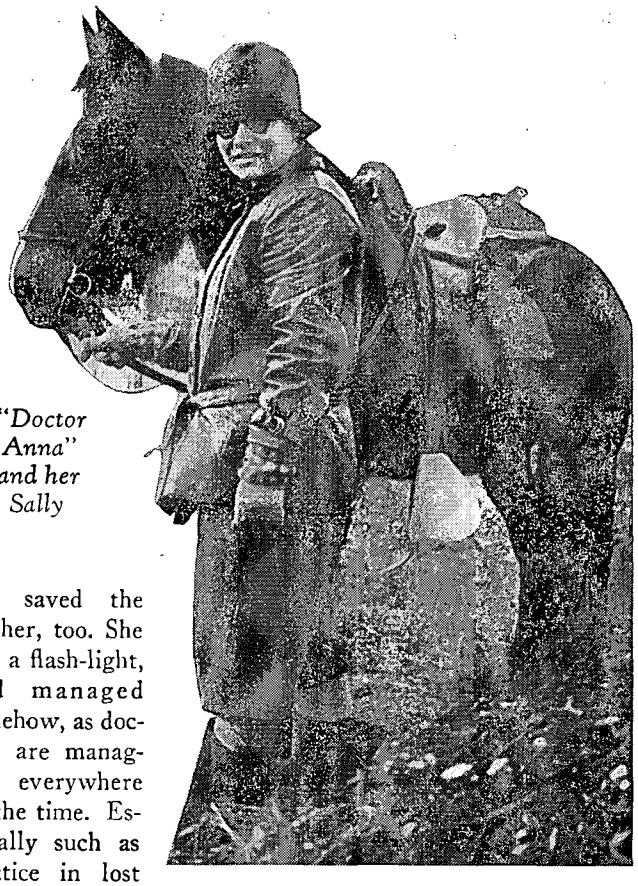
"Ain't another drop in the house."

"Candles, then—jump! Do you want your wife to die—the baby, too? Don't stand there like a stump!"

"Ain't got no candles. You'll have to wait for sun-up. 'Twon't be long now."

Winter shrieked outside; the snow drifted to the eaves. There was no other house in that little lost valley of the Helderbergs. Oh, yes, the doctor got the baby all right,

Prepared for the worst



"Doctor Anna" and her Sally

and saved the mother, too. She had a flash-light, and managed somehow, as doctors are managing everywhere all the time. Especially such as practice in lost mountain valleys. One of them told me how he had to sit down by the stove, make clothing for the new-born infant out of such material as he could find, and then filch safety-pins from the scarcely older kids in the crib beside the bed.

"You have to do the best you can," said "Doctor Anna" as everybody calls the "Lady Doctor" about whom I am going to tell you, "even when all the water is frozen. You take with you everything you can think of, and you are all the time learning about something else. If you've got it, you're lucky; if you haven't—why, you have to contrive. It's heart-breaking, sometimes."

I tried to imagine how it would be, how it is, in environments like that, or more so—twenty, forty, sixty miles from the nearest railroad; no doctor to be had. I live (in summer) in precisely that region in the Helderberg mountains, thirty miles southwest from Albany; but it is on a good state road, kept open even in the worst of weather. At a pinch I can summon a doctor by telephone, as in fact I have summoned "Dr. Anna" herself, or get one even from Albany thirty miles away, or go to the hospital. But how would it be if I had no telephone, nor a copper, not to mention a dollar, to my name, and on top of that were snowed in at the far end of a blind road, beyond possible access save on snowshoes? How many babies, how many mothers, have died in conditions just like that?

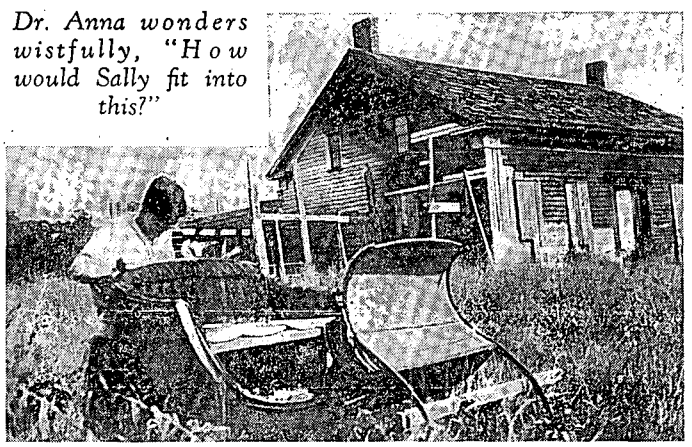
ONE terrible night, called out into a blizzard to just such a place, she got a local garage man to go with her. They had to dig through drifts head-high. A shovel and ax (for fallen trees) feature indispensably among the professional equipment of a country doctor in winter. During one of the "flu" epidemics a few years ago the roads were impossible, and the doctors had to minister at long

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

range by such telephones as were not out of business altogether. The cemetery populations gained notably that winter. That was before Dr. Anna Perkins came into the hills; but it will happen to her, maybe this winter—everybody expects the snow to make up for the summer's water shortage.

This time they got there to find two children desperately sick . . . and to stay all night, for there was no coming back again, and no telephone by which to summon help even if more help could have done anything but to crowd further an already overcrowded house. The distracted mother did her best by way of hospitality. That was the experience that taught Dr. Perkins the limitations of the automobile. Then and there she knew she had to have a horse. "Sally" is the answer to that. The other day, by an abandoned house, she and I found a sleigh, out under the trees in the neglected orchard since nobody knows when. As she wistfully studied this museum piece I photographed it and her. I heard her thinking:

"I wonder how Sally would fit into this."



Dr. Anna wonders wistfully, "How would Sally fit into this?"

Two new treasures have come to her lately. One, a rare and romantic thing, is the veritable saddle-bag that old Dr. Wickes of Rensselaerville used — he died fifty years ago. Perhaps you will see it behind the saddle in the photograph that I made of Sally and the doctor. Nathaniel Teed, the sage of Rensselaerville, who was ninety years old in November and still going strong, used to know Dr. Wickes, picked up this saddle-bag awhile ago, maybe at an auction, and gave it to "Dr. Anna." In it are some of the identical bottles out of which the good old doctor used to administer his remedies, such as Edmund N. Huyck described in his article, The Village Doctor, which brought "Dr. Anna" into this region, as presently I shall explain. It was of Dr. Wickes himself that he was speaking:

My clearest recollection is of watching him tap out from the bottles little piles of white powder, mix them with the blade of his knife, separate the mixture into a number of equal piles and fold each neatly in a white paper. Colossal in size and terrible in taste they were. . . .

The other new thing that she has acquired is a fine pair of genuine Indian snow-shoes, to help her across snowy wastes where not even a horse-drawn sleigh could go.

"I know a place where I shall have to go this winter," she said, "where these will help. The snow there was above my waist. Why must that woman always have her babies in a blizzard?"

She knows in advance about that one. Most of them invite her at the last possible moment. Occasionally she is called prematurely to some far place—just too far to permit going back to come again; whereupon she waits, and so augments her acquaintance. Expense is a big consideration; people leave calling the doctor until they absolutely must. Sometimes it is too late.

"Pre-natal instruction and care are new things to most of these people," "Dr. Anna" said. "Child-birth is to them both commonplace and mysterious, bewildering. I have been able to get some of it over by declining pay for it. I tell the prospective mothers that there is no charge for preliminary care and advice. Slowly they are beginning to understand its importance for their health and the baby's. But they are scrupulous about paying. Usually it is a cash business. Oh, yes, sometimes they don't pay, but generally that is because they simply can't. It doesn't matter; I do my best just the same, as most doctors do."

The sudden kind of baby inflicted an inconvenience upon me. I had an appointment with the doctor in the interest of this article. I was punctual to the minute, drawing up at her office door on my way to New York. As I pulled in behind her own car she was already getting into it, and crying to me:

"Nothing doing this morning—sorry—you'll have to come again. I've just had a hurry-up baby call—ten miles. You know, babies can't wait."

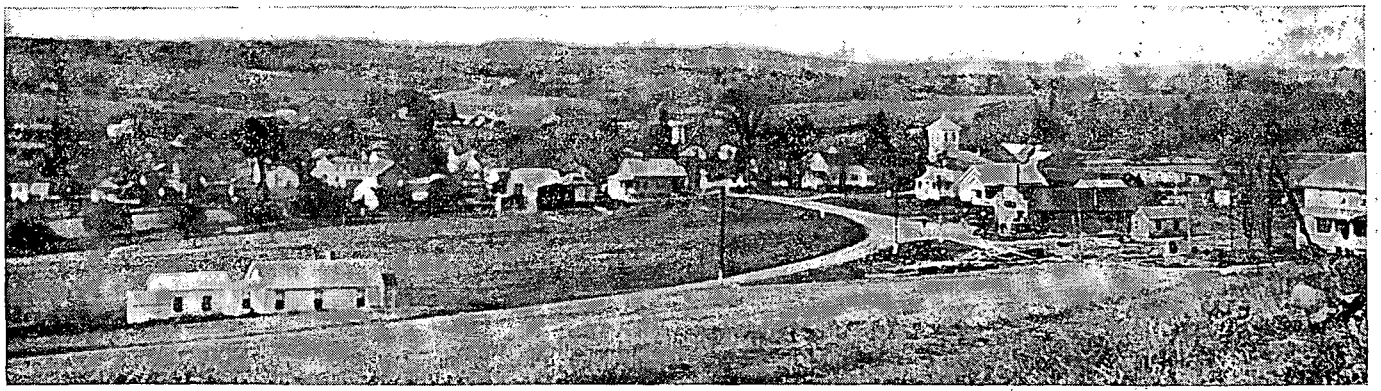
On the subject of pay, as the doctor said, it is mostly a cash business, "on the nail" at the time of the call. But from another source I heard that there had been an occasional instance of payment in antiques. I saw in her office an old oval shelf-clock, some hand-made rockers, and a mahogany secretary. I did not ask about them, but suspected that they came in lieu of cash. However, she told me that she was doing better financially than her best hopes.

"This institution is self-supporting," she said.

The truth is that "Dr. Anna" hasn't been a bit enthusiastic about my writing this piece about her. The code of ethics in the medical profession does not encourage personal publicity, and she is not of the self-advertising sort. Of course she will not talk about her patients; she does not realize that there is anything in the least extraordinary about herself or her job. But she is a friendly and obliging little soul, and I told her that I wanted to write of her not for the purpose of advertising her but because she was a symbol of a need and of the new movement to meet it—the need of medical service in such regions as this, where the old-time doctors have died off, and new-time doctors haven't come in anything like adequate numbers. Instead, they flock to the over-doctored cities.

This is a good place to say, and get it off my mind, and yours, that you must not suppose Dr. Perkins to be serving alone, as the only doctor in that mountain country, or that her experiences which I am sketching are in any sense unique.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



Westerlo—the Valley of Decision

With no less energy, unselfish devotion, and adventure too, than she, serving the people in those hamlets and nooks in the hills are (as she herself reminded me) such fine fellows as Shultes of Preston Hollow, Lee of Schoharie, Bott of Greenville, Mosher of Coeymans, Van Woert of Ravena, and others. Persons of Livingstonville is tucked away even deeper in the mountains—to reach any of his patients in any direction he must climb out of a pocket where flows one of the most enchanting mountain trout-streams that I know of.

The life and work of a country doctor is no new story. It has been written a thousand times, though seldom perhaps of a woman—that is novel if not unique. It is incomparably done in Ian Maclaren's A Doctor of the Old School, most thrilling of his tales in Beside the Bonnie Brier Bush (Dodd, Mead & Co.). Nowhere else that I know of can you get so poignantly a sense of what a doctor has to do and be who serves this sort of community. The kind of people who send for "Dr. Anna" are much like those valiant hielanders to whom William MacLure ministered and for whom at last he gave his life. The country into which in storm and sunshine, day and night, she goes to find them is a little less rugged and bleak than the Scotch moor and fen and braeside where Dr. MacLure and his Jess plodded and fought drift and flood and tempest; there are better roads and bridges than Dr. Wickes used to negotiate with his old saddle-bag; but—at whiles it can be verra, verra drear, and up the side of West Mountain, on a dour winter's nicht. . . . Ay, mon, but it can be muckle cauld—in ony langidge!

The novel, the unique thing about this story, and about the adventure of "Dr. Anna" is that it begins in a very short article by Edmund Niles Huyck, under the caption The Village Doctor, published in The Survey of July 15, 1928—two years to a day before his death last summer at his home in Rensselaerville in the heart of the country he loved. You cannot understand what this is all about unless you have the background of those two pages in The Survey, as well as that of the girl who instantly responded to their appeal.

Edmund Niles Huyck, who first and last was responsible for all this business and the movement of which it is a fine expression, was born sixty-four years ago, in 1866, up there among those hills; all his boyhood was passed there. He came of a long line of Dutch and English-descended folk resident there from the earliest days of settlement. They had a grist-mill, a tannery, a woolen mill, kept the general store and always were leaders in the community. To the family still belongs, by deed from the Van Rensselaers, the water-power of Ten Mile Creek, which whispers and murmurs and splashes—and sometimes savagely roars—past the door of my own house there. The tannery is gone, though the grist-mill still survives, grinding the neighborhood buckwheat. The woolen-mill was moved years ago to Albany, where as the Kenwood Mills it has won a world-wide fame, not only for its paper-makers' felts and other fabrics, but for the remarkable development of democratic-spirited relations with employes.

But always these Huycks kept their love for those hills and the folk who people them; they have kept their residence there and gone back to it in summer. There have been instances in plenty of men winning prosperity in the outside world and afterward going back to a sort of paternalistic possession of the old place. It was not so with the Huycks. They never really left. And all that countryside has felt the influence of their uninterrupted interest. "Ted" Huyck continued and amplified the endeavors of his father and his father's fathers. It will not stop with his passing; wife, brother, and the rest of the family are carrying on in like spirit.

THIS is not the place for detailed biography. It must suffice to say that underlying a quiet, unobtrusive, but nevertheless very great service, to the city of Albany in a score of ways—"the most valuable citizen of Albany" I have heard him called—to the State of New York, to his country, nearest his heart was the welfare of those people in the hills where he was born. And it was out of his own experience as a village boy that he drew his first-hand interest in the need of better medical provision. He saw the "doctors of the old school" dying off, with no one to take their place. As he said in that Survey article:

> The sick man in the city is faced with a bewildering array of medical services. He may change physicians as he changes restaurants until he finds one that pleases him. Surgeons are ready to perform every operation, specialists to give every treatment known to medical science. He may be attended by followers of many systems, healed by disciples of several faiths, and is lucky if he escapes the hands of plain impostors.
>
> Meanwhile his fellow-citizen living in the country may search throughout a radius of twelve or fifteen miles and several villages to find a doctor who will come to see his sick wife or child.

It is not a question of good doctor or poor, but of finding any doctor at all. Accompanying Mr. Huyck's article was a diagram illustrating the really desperate need. It was from this point of view that as president of its board of trustees he inspired the long-famous but visibly moribund

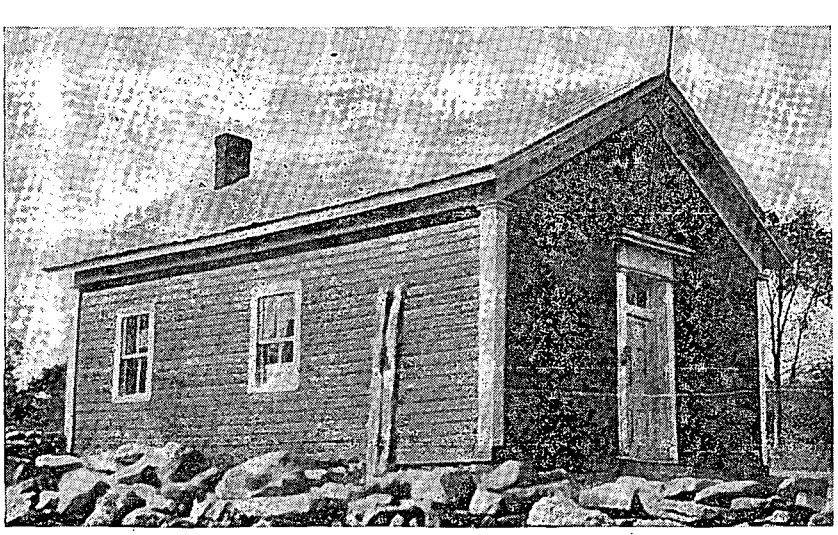
PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Albany Medical College to devote a new lease of life to the purpose of becoming—as in fact it has become—pre-eminently a training school for doctors to serve the rural districts especially of northeastern New York. To that college he gave, and by herculean efforts undoubtedly shortening his life, gathered money to and beyond the limit of his means; personal service, enthusiasm, and inspiration of the highest sort.

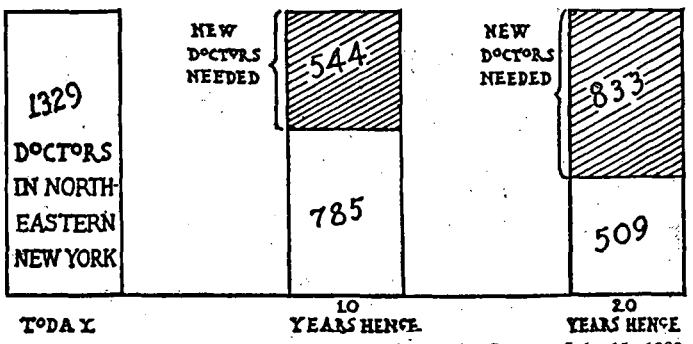
Among those whom he interested was a man born in just such a village—by name Owen D. Young. I have before me as I write a copy of a letter which Mr. Young wrote two years ago to Edward S. Harkness; to which by the way Mr. Harkness responded generously. In the course of that letter Owen Young says:

> In the little village in which I was born there were two doctors when I was a boy. Now there is none. It is twelve miles from the nearest village of any size which supports doctors. In the old days the resident doctors used to keep an eye on certain families and places which threatened infection. Now very little of that is done. Then too, knowing the people of the community, when there was serious illness anywhere they managed to find someone, frequently neighbors, who would come in and nurse the sick and see that the children were taken care of and the house cleaned up. Now the doctors, being far away and not knowing the community, do the best they can and let it go at that.
>
> I should like to see an area like that served by the Albany Medical College rather comprehensively organized as an experiment to see if we could not improve the conditions materially. If a demonstration of this kind were to be made in one locality it would quickly spread, I am sure, to others throughout the United States. Our agricultural problem is presenting many repercussions other than the straight economic one, and the question of rural health is one of them.

ALREADY the leaven is working. Graduates of the Albany Medical College, new style, are spreading out into the rural villages up-state. The gospel to which "Ted" Huyck gave so much of himself is bearing fruit. Lee of Schoharie, Mosher of Coeymans, Bott of Greenville, of whom I have spoken, are graduates of that medical school. "Dr. Anna" is not, but the spirit of it answered to a vision and purpose of her own, thoroughly akin. The late Otto T. Bannard, an old friend of her family who always was helping purposeful young people, knew that she had country practice in mind, and, stumbling upon Mr. Huyck's article, sent it to her. It was spark to her ready powder.



The little school-house—yes, it's red



From The Survey, July 15, 1928

Even if all the doctors in northeastern New York keep in active practice for forty years or more, the district served by the Albany Medical College will need these hundreds of new recruits to replace those who fall out by reason of death or retirement

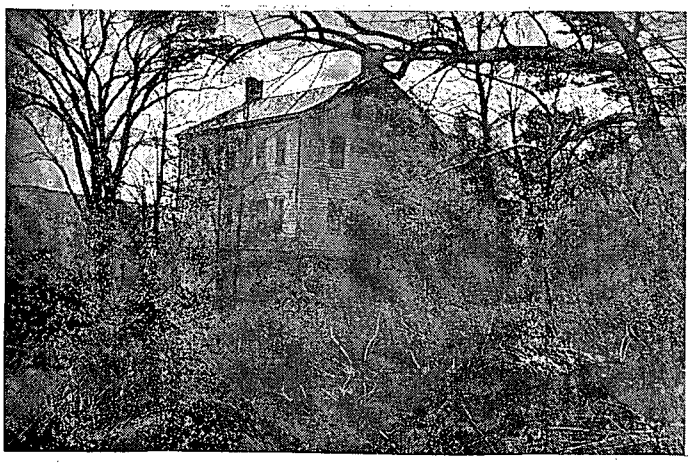
Anna Ward Perkins, "of the Boston Perkinses—the real thing," if it's anything to you to realize that she embodies all the things that Boston smugs itself about. One grandfather, Samuel Gray Ward, was of the Baring Brothers banking house. A great-grandfather was a leader in organizing the Boston Symphony Orchestra; another gave name to the Perkins Institute for the Blind. Her family always has been identified with music and art and intellectual things in Boston. And, farther back in the line was that Abraham Davenport of Stamford whose behavior on that famous "Dark Day" in May 1780, which sent New England chickens to roost at noon and brought the cows lowing prematurely to the pasture bars, inspired John Greenleaf Whittier, in his poem, "Abraham Davenport," wherein he tells how men prayed and women wept, "all ears sharp to hear the doom-blast of the trumpet shatter the black sky." In the State House the trembling lawgivers wanted to adjourn, but Abraham Davenport would have none of it. Quoth he:

> . . . . "This well may be
> The Day of Judgment which the world awaits;
> But be it so or not, I only know
> My present duty, and my Lord's command
> To occupy till he come. So at the post
> Where He hath set me in His providence,
> I choose, for one, to meet Him face to face—
> . . . . Let God do His work, we will see to ours.
> Bring in the candles."

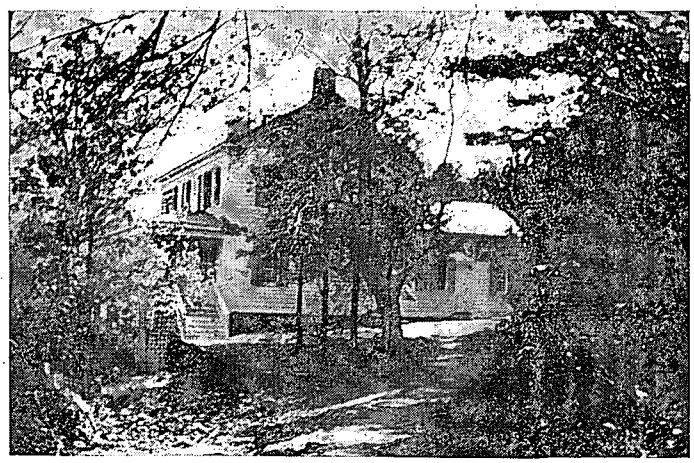
And so, "with the dry humor natural to the man," and "no figures of speech save the ten Arab signs," he proceeded in the dim flickering candle-light, "against the background of unnatural dark," of that dread day, to discuss "an act to amend an act to regulate the shad and alewive fisheries." Easy to imagine something hereditary in the quiet, upward-looking pluck with which this brown-eyed girl (hardly yet out of her twenties) fearlessly challenges the elements, and the Reaper.

There have been, so far as I can learn, no other doctors in that Perkins family. Anna Ward Perkins had no intention to become a doctor. She did want to be a missionary, in foreign lands. A little study along that line showed her the missionary's need of nursing

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



J. P. G.'s HOUSE—BEFORE
"Tumbling, weather-gray"—this is how we found it



THE SAME HOUSE—AFTER
And this is what we made of it without much trouble

skill, knowledge of sanitation and health service. Seeking that led inexorably to medical training, and she did it thoroughly. Not many doctors in the country, or in the city either for that matter, can better her equipment. From Radcliffe College she went to the Columbia Medical School, College of Physicians and Surgeons in New York. She had years of service in Bellevue Hospital, including months of arduous ambulance service on the New York city streets. Seldom comes to her among the hills an emergency the like of which she did not meet in those strenuous years of apprenticeship in the New York hospitals. Not content with that, however, she is always studying. Last spring she took a five-weeks postgraduate course in pediatrics at the Albany Medical College. She told somebody about it over the local telephone. Forthwith there was a buzz among the gossips—

"So she has still to go to school! Where does she get the nerve to doctor us before she finishes her education?"

That was the party line—a godsend to the listeners in the country. In the earlier days of it a mischief-loving neighbor of mine up there confided over the telephone to some friend that soon an aeroplane would be landing on his farm. Then he went out of his house grinning expectantly, nor to be disappointed—to see the people flocking out of their houses, looking at the sky. A ring on the party line—no matter what the number—will get almost any woman's hands out of the wash-tub! If you have anything embarrassingly private to communicate, you'd better call on the doctor in person!

Forthwith upon reading The Village Doctor, Anna Ward Perkins wrote to Mr. Huyck, in care of The Survey—she knew no other address; never had heard of the man. His response was instant and eager, in his own handwriting, not waiting for a stenographer. I have seen both letters, momentous in the lives and purposes of those two mutual strangers brought together by a vivid need.

"Why did you want to practice in the country?" I asked of Dr. Perkins. "You were not country-bred. Had you ever lived in the country?"

"No. I knew little about the country, except that it must need what I wanted to do. I knew there could be no money or fame in it; that I would be poor; but I wanted to go somewhere where I was needed. Mr. Huyck's article pictured exactly what I was looking for."

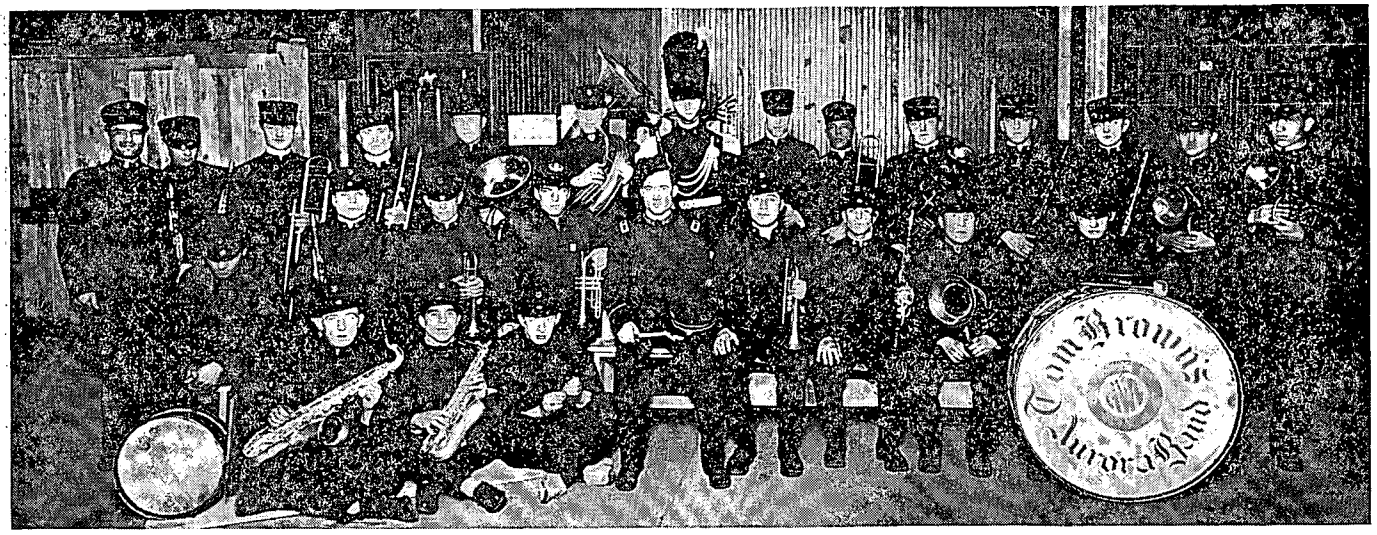
There were several places in that region where doctors had died or soon would die—Greenville, Rensselaerville, Berne and a lot of others. Somehow she lit upon Westerlo. Dr. Thomas Ordway, dean of the Albany Medical College, helped her in the choice. On a dripping foggy day of most depressing aspect she went up from New York to make her choice. Such days turn a sour face to the visitor in those hills; but her determination was of too high voltage to be deterred by any such resistance. She even had a swim that day in the beautiful Lake Myosotis at Rensselaerville. And she is of the sort that looks through all kinds of clouds to the abiding sun beyond. One of the most effective instruments in "Dr. Anna's" kit is a quick infectious smile, reinforcing a gentle, well-modulated voice, potent to cut through and disarm the grimmest of resistance. With a very slender store of savings but an inexhaustible treasure of cold grit, she jumped to the adventure. Mr. Bannard gave her an automobile. And within thirty minutes of her arrival in Westerlo she had her first patient, an aged lady living a few doors down the street. But since none of her own equipment had come, she had to drive twelve miles to get the medicine from another doctor—who gladly helped her.

THE second time I went to see her there was no hurry-up baby to interfere, but all the same I had to wait. The doctor was fifteen miles away, at church in Ravena. So I learned that she was a "good Catholic." . . . Fancy that, in a region where the Ku Klux Klan pest has flourished upon a soil fertile, as it usually is in rural parts, to narrow sectarianism and bigotry. If you have to account for that in "Dr. Anna," suffice it to remember that along with the Puritan line from old Abraham Davenport, comes one from Charles Carroll of Carrollton. He was a Catholic, and he signed the Declaration of Independence. The fact of her religion did not especially augment her welcome in that region of "old stock" Americans, but nobody bothers much about it now. She has won her way completely. A man from Westerlo, working in my house last summer, confessed:

"Yes, I was as bad as any. I sniffed at her for a 'lady doctor,' and all the rest of it. But I'm a convert now, like almost everybody else. She's a corker; she knows her business, and then some."

Naturally, as with most other general practitioners, children and women predominate among her patients. On stony, obdurate hills reluctant to other crops, babies sprout perennially. But men come to her, (*Continued on page* 304)

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



When the first oboe had served out his term, the prison band was almost disrupted

The Community that Osborne Built

By FRANK TANNENBAUM

Photographs by Brown Brothers

THE good fellowship created by the events of Christmas week, when Thomas Mott Osborne became warden of Sing Sing Prison, persisted on into the new year. Sing Sing gradually took on the aspect of a community, of a school. The men themselves began to talk about it as "the college for the remaking of men."

The removal of the guards from the knit shop set the example for the other shops. In some instances the guards discarded their uniforms and became civilian foremen, in others prisoners were appointed assistant foremen. Shop discipline was thus gradually left to delegates chosen by the prisoners. The removal of the guards seemed to have a good influence upon the morale of the inmates. Civilian foremen were reported as saying that if the guards were ever replaced they would resign their positions. The guards thus relieved assumed the function of ordinary policemen on regular beats. Much of the tension which arises from the presence of a uniformed guard sitting on a high stool constantly watching the men below him, was dissipated. The changed atmosphere was indicated on one occasion when the prisoners gave an entertainment to the guards. Osborne expressed the feeling that "this also is something new in the history of prisons, that the guards and the officers of an institution of this kind, and their friends as well, should be welcomed by an organization of prisoners. . . . Let me tell you that while the new system has freed the prisoners, it has also freed the guards; they are no longer the hated 'screws' of the old system—they are friends trying to help these men."

In January new and unexpected activity developed in Sing Sing and later in Auburn Prison. Through the efforts of Mrs. Schelling, of the Polish Relief Committee, a knitting class was established with eventually more than 150 prisoners. Men who had no other occupation after work met at night and knitted socks, shawls, scarves, gloves, caps, and sweaters for the war sufferers. Mrs. Schelling supplied the materials and the needles. Italian prisoners formed themselves into a mandolin and guitar club to entertain the knitters. One of the prisoners remarked that, "it's a real comfort to be doing something for those who are more unfortunate than ourselves," while Osborne tells of one old prisoner sitting in the yard busily knitting who remarked with a twinkle in his eye: "Gee, Warden, when I get home won't my old wife be surprised?" In the years 1915-16, some 64,000 knitted garments were shipped to the Polish Relief Committee.

Another unique ad-

"Dear Tom"

In retrospect, Thomas Mott Osborne has much of the Messianic quality of Gandhi—he took outcasts and made men of them. Here Frank Tannenbaum tells of the year during which, by a combination of his warm and vivid personality and of the dry machinery of an electoral system, Osborne made a community out of convicts. In earlier issues he has told of the beginnings at Auburn Prison and of that glorious Christmas week when he brought good will to men down to earth at—of all places—the New York State Prison of Sing Sing. One of the prisoners wrote him: "Dear Tom: Your photograph—I want it more than anything else for the children. I suppose their mother will have a picture of the Christ so she can tell them stories about Him, so their father wants a picture of the Christian so he can tell them stories about him."

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

venture was the choral society. The mere posting of a notice that it was to be organized brought out some 250 volunteers and it was arranged for them to meet in the chapel every Thursday night. Osborne, who was an accomplished musician, himself undertook the training of the chorus. Ex-stevedores, yeggmen, pickpockets, blacksmiths, bookkeepers, robbers, bankers, lawyers, and murderers gathered to sing together such songs as they could under the leadership of their warden. It was no easy task to shape these untrained voices into some sort of common harmony—the task of grouping the men into tenors, baritones, basses, was itself an important and difficult achievement. But it kept the men out of their cells. It kept them occupied. It gave them opportunity to throw what emotional tension they had into song, and a more cheerful and contented lot of prisoners was hard to discover anywhere in the prison. It also gave them the interest and discipline which come from any creative cooperative adventure.

Similarly the prison band was reorganized, with a new set of musical instruments presented by one of Osborne's friends and under the leadership of an Italian life prisoner, Tony Di Genova, who could play all the instruments himself and could teach them to others as well. Members of the band were relieved of all other duties and Tony kept his men playing and practicing most of the day. They ultimately rendered classical pieces with fine spirit and skill and each afternoon as the men marched from their shops, the band would play a marching song. It added much to the spirit of the prisoners and much to their morale.

The difficulties of a prison band are peculiar, for the discharge of a pivotal player may seriously cripple the band. Tony was temperamental and Osborne tells of his coming to him one day in great distress complaining that "band all gone to hell, Warden." He would have to give it up. Upon inquiry as to what was the matter Tony complained that the first oboe was being released and the second oboe was "no good." After some flattery and holding forth the promise that a good oboe player might be admitted to Sing Sing any day, Tony gradually consented to continue the band, but he remarked upon leaving, "All right, I go on with the band, Warden—but I take no more but lifers."

Coincident with these changes there appeared a spontaneous educational movement in Sing Sing, something very different from the formal school for illiterates carried on at state expense. It grew out of the special needs and possibilities of the environment that the prison provided. The leadership came from a prisoner popularly known as "Doc" Maier who asked for permission to establish a Mutual Welfare Institute. He had a single ambition and the energy and ability to carry it out—every man in Sing Sing would soon be studying something that was useful and interesting to him. His teaching staff he would draw from among the prisoners themselves. The work would be done after work hours—the population of Sing Sing would soon all be going to school. He never quite succeeded in getting all of the prisoners to enroll in his institute, but he did secure an enrolment of between 70 and 80 per cent of them.

The students built a special building in the yard—after regular work hours—as there was not room enough in the regular schoolrooms to hold all of the classes. The prison assumed much the atmosphere of a large school, with men pouring over their books in odd hours with paper and pencils, compositions to write, and lessons to do. And all of this work was done by the prisoners, under their own leadership and with their own resources, not taxing the state for an extra penny. The school staff assumed the proportions of a faculty with regular meetings and discussions of educational policy and methods.

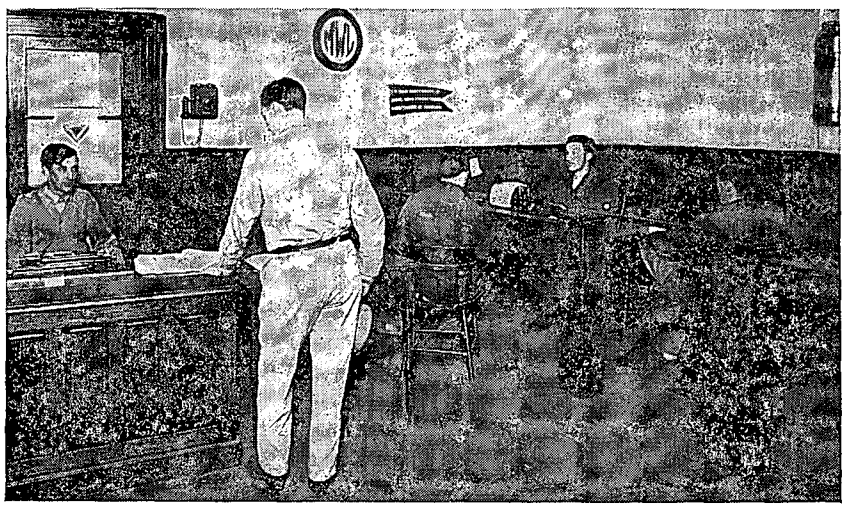
WHAT was happening in Sing Sing is clearly indicated by the activities we have just described. But these were, after all, only a fraction of the broad range of effort, plan, and function that was being projected within the prison. There were innumerable committees—at times it seemed as if every man was serving on some committee or other. Life took on purpose. The prisoners developed concern about the prison and its problems. In addition to their regular duties to the state, prisoners had duties to the community—duties involving time, energy, thought, duties developing difference of opinion and leading to broad discussions of policy and method. There were committees on sanitation, athletics, kitchen, finance, religious services, entertainment. The visitors' committee performed in rotation the important service of taking visitors about the prison and explaining the activities. This was a distinctly new departure—a prisoner acting as guide for visitors. In one case Judge Gibbs from the Bronx found himself being taken about by a prisoner who impressed him a good deal. When the time for his departure came the judge said: "And how much time have you got to serve, young man?" The guide replied: "You ought to know, Judge, as it was you who gave me twenty-five years."

The employment committee, financed by a collection from the prisoners themselves, attempted to help released prisoners find employment. The committee would discuss whether it

Convicts knitted 64,000 garments for the Polish war sufferers

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

was willing to recommend a particular man for a position. The issue involved was always whether the man could be trusted to make good, for too many failures would ultimately destroy the value of the committee's efforts. Here was an inducement not only for care and discrimination in giving a recommendation, but also the means of placing a direct responsibility upon the men being released—a responsibility to the friends they left behind.



Members of the Mutual Welfare League acting as reception committee for a newly admitted convict. The pennant on the wall reads: "To our brothers in Sing Sing from their brothers in Auburn"

The fire company served as an extreme example of what the discipline of the community had become. One evening when the men were gathered in the chapel for a moving picture the lights suddenly went out. One half of the men were out of their cells. The guards had gone home. The prisoners' organization was in charge. George Hudson, the elected sergeant-at-arms, raised his voice—the prisoners knew it well—from the back of the hall and said so as to be heard by all: "A fuse has blown out. The show will start up in a minute. In the meantime some of you fellows raise your voices and hear yourself sing. How about A Hot Time in the Old Town Tonight." The thousand men in the chapel filled the place with song, and Hudson, who knew that a fire was burning, rushed downstairs, grabbed a lantern, and returning to the chapel made his way to the stage with the lantern in his hand. The men quieted down and he said in a clear, calm voice: "If you hear an old woman yell 'fire' don't throw fits. There *is* a fire down below, but no danger if you will keep your heads. I want you to march quietly out of the chapel with your delegates; the members of the fire department to report at once in the principal keeper's office, and the rest of you to go direct to your cells and to the dormitory. Now you all know what the Mutual Welfare League expects of you."

The men shuffled quietly out through the dim mess hall, lit up by one or two lanterns, while the fire company and some volunteers who had been handpicked by the sergeant-at-arms turned to fighting the fire in the basement. They fought that fire for an hour and a half. The guards, called from their homes by the prison siren, arrived to watch the yard against attempted escapes. But no escapes were attempted, and the incident passed off without any outward trouble. It was generally conceded that the prisoners' discipline and organization had saved the building and that it had proven itself under the greatest possible strain and temptation. It is doubtful whether such an incident can be duplicated in all of American penal history.

In an attempt to develop a sense of individual responsibility and saving as well as to lay the foundation for a system of future compensation for work in the prison, Osborne introduced a system of token coins. The plan was ultimately to raise, by public subscription, enough money to convert this token coin into real money. Every prisoner received nine dollars a week. From this he was expected to pay for his cell, for his board, for his clothing. It soon developed that when men had to pay for what they used, they began to save the things they had. If not hungry they would not enter the mess hall, as breakfast and lunch cost fifteen cents while dinner cost twenty-five. Osborne says: "No sooner was the money in circulation than I had two petitions for permission to start a bank. . . . In a statement issued by the bank seven months after it had been opened, it showed 1030 depositors; and total deposits of $31,424.41, or an average of $30.50 to each depositor's credit."

THERE always hovered over the institution the shadow of death by electrocution for men convicted of murder. When Osborne came there he found nineteen men confined in the death house for whom he, as warden, had to set the hour of execution. He was legally responsible for carrying out the sentence of the courts. Sensitive and humane as he was, this was an excruciating task. He was opposed to capital punishment, also, on theoretical grounds—that it was not, as is claimed, a deterrent to crime. Under such circumstances, every time he had officially to seal the fate of another human being he suffered the greatest misgivings and emotional tension. On one occasion he had been forced to set the date for three executions. The effort led him to make an appeal to Governor Charles S. Whitman for clemency. There is not space here to reproduce the reasoned argument and moving appeal of his letter to Mr. Whitman, whose successful career as a district attorney led him to take a different attitude toward capital punishment. But there is room for the letter of the three men in whose behalf he had appealed in vain:

> Can you recall a single instance in all your life, where the horror of the death penalty stayed the hand of a murderer? We know we never gave it a thought. Murder is mostly the result of two great human passions, that of uncontrollable and insane jealousy, or a devouring anger roused by the demon drink, both of which so blur the human mind for the instant as to make the person temporarily insane. Jealousy and anger roused by drink were the causes of the tragedies in which we three men were involved. If this is to be our last word, we send it forth in the hope that if it avails us nothing, it may perchance aid some brother who may fall by the wayside. In conclusion, we offer up our prayers that you will not cast us aside into utter darkness by disregarding our plea from the shadows of the grave. We admit our sins to God and

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

pray for forgiveness at the hands of our brothers and the Almighty.

VINCENZO CAMPANELLI
ROBERT KANE
OSCAR VOGT

The newspapers were filled with the doings in Sing Sing. Osborne's personal following in the community increased rapidly and he was being taxed to his full energy by demands for public appearances at churches, Y.M.C.A.'s, civic organizations, women's clubs, universities—he was everywhere in demand. A fluent and eloquent speaker, he held his audiences spell-bound for hours at a time. He believed it worth all the effort, for the conversion that was needed was that of the community outside of the prison. The inmates were already with him. It was the public with its past traditions and prejudices that needed to be brought up with the possibilities of a prison that was a community—that was training men for a return to the community. Osborne invited visitors to come and see Sing Sing freely and have as their guides prisoners from whom they could learn the truth. The result was that never a day passed without many visitors coming to see for themselves. On one day there were over 250 visitors—the entire membership of the Brooklyn City Club made the trip. All sorts of people came—Samuel Gompers, Henry Ford, Billy Sunday, Tim Sullivan—and all who came marveled at the thing Sing Sing had become.

One of the most interesting by-products of the change was the attitude of the released prisoners. It has always been the custom for released prisoners to shun the prison. Here, on the other hand, they began to show pride in their institution. They would return for a visit to the warden, or to their friends. Some of them organized an outside branch of the Mutual Welfare League. They wore their prison organization buttons with a sort of pride—the way college men wear fraternity pins. Once or twice a year they used to give Osborne a public dinner to tell him of their new lot in life.

A year had rolled around and the prisoners decided to celebrate the first anniversary of Osborne's coming. The following condensed newspaper report is sufficient evidence of what the year had meant to the men in Sing Sing:

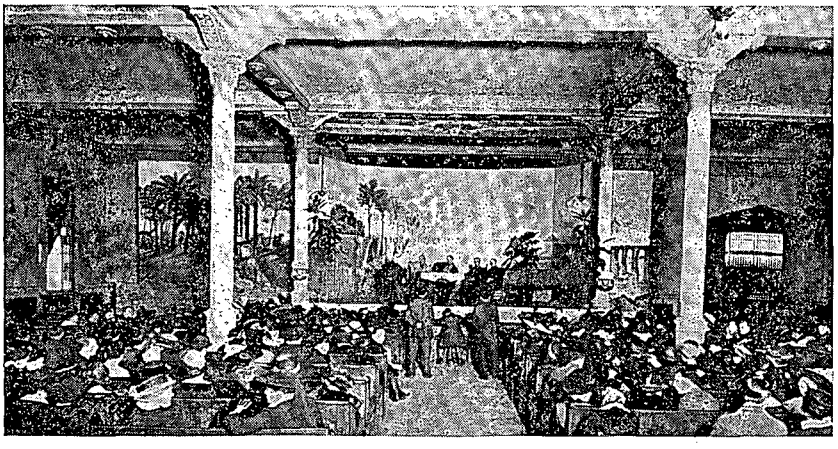
Tom Brown Day, the first anniversary of the coming to Sing Sing Prison as warden of Thomas M. Osborne, was celebrated today. For twelve minutes the prisoners cheered him and shouted their good wishes. "Good old Tom Brown!" they shouted again and again. The sports lasted until supper time, and there were many kinds of events including a greased-pig hunt, the greased pole, the three-legged race, and the fifty-yard dash.

It is difficult to attempt a measure of the achievements of these activities. One can only describe what took place and suggest some of the personal and general results. Two specific measures may be had, the record of fighting within the prison and the amount of insanity. There was a great reduction in both. Of injuries resulting from fights sufficiently serious to require hospital treatment, there was a drop as compared with the previous year of over 60 per cent. The number of men transferred for insanity to the Dannemora State Hospital was reduced by one half. And it was of this same prison that two years earlier Frank Marshal White had written: "The fact is that the prison edifice on the Hudson at Ossining is so many square feet of hell on earth. . . . Last year one man in each ninety-five in Sing Sing went mad." A similar record was made for escapes. In the first thirteen months of Osborne's administration there were three escapes. For the years previous there had been ten, six, four, seventeen, nineteen.

SING SING PRISON, it is clear enough, had become a community during this year. A community behind prison walls, with armed guards, but yet a community, with the problems, the needs, the conflict of motive and ambition, that is the essence of community life. That such a development should be possible within the confines of a prison is an interesting and significant fact. Why and how it was possible becomes a matter of deepest interest.

A prison, we must remember, is an isolated world apart from society. Entrance and exit are sharply restricted. Hence a prison is a selected community, composed of men who have been differentiated from their fellows.

These outcasts however are human beings possessed of the appetites, the whims, the prejudices, the sorrows, and the joys of men. The prisoners differ from each other as sharply as other men differ; indeed, it is doubtful whether, taken on the average, apart from the acts that made them criminals and the possible exaggeration of certain impulses, criminals differ as much from the men in the street as they differ from each other. This is to say that they are capable of behaving as other men would under the same circumstances.



Maintaining order and discipline in the prison was left to the convicts and their own sergeant-at-arms. Here is the prisoners' court, of five elected judges, the backbone of the system

The simple recognition of this fact makes what happened at Sing Sing an ordinary and understandable by-product of a new set of stimuli and new activity. If it were not that, it would not be ordinary, but extraordinary; it would belong to the field of magic. What Osborne did was to accept the prisoners as one might accept ordinary men and treat them as such. The way of the old order in prison is based on the assumption that convicts are different and cannot be treated as ordinary human beings. Osborne repudiated this doctrine and expressed his general point of view by saying "that there was more human nature in Sing Sing than in any other place that I knew, and that was because human nature expressed itself naturally under these conditions."

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Under what conditions? What are the special conditions that bring, if you will, a greater naturalness to the activity of men in prison if given freedom to express themselves? This makes necessary an analysis and description of the special character of the prison community. The first condition, of course, is the isolation of the population. Its contacts are sharply confined within the walls. It is something like a little remote community that has no egress to the larger world and tends to feed on its own doings. This compulsion to feed on itself which isolation imposes, is made the more insistent by the great physical proximity in which prisoners are compelled to live. Men eat, sleep, work, play, laugh, weep, and attend to the needs of nature, all in each other's presence. Under such conditions the pressure for socialized action is almost inescapable. One must conform if one is to continue living.

The psychological impact of this proximity is heightened by the curious equalitarianism of the prison. There is perhaps no community of men in the whole wide world whose life is poorer, more drab, and less tinged with color and interest. There is, however, no other community where men live on such a plane of equality. They have nothing to distinguish them, and the insistent importance of little things—for there are no big ones—gives them a unity of interest that is not to be duplicated in the outside world.

Further, there is the striking lack of conflict for a living. There is no fear of hunger, cold, or lack of shelter. The days run on without strife, without economic worry. This lack of conflict means a certain sociability and ease; men can share the little things they have. They may be said to enjoy their poverty in common. But all of this simply goes to make the prison into a community where a common rule for the common good becomes easy rather than hard to apply, and where public opinion can easily be on the side of the common needs.

AGAIN there is the fact that all of the men within the prison are governed by the same authority, and this authority is direct, immediate, imperative, and inescapable. The warden and his guards rule the lives of the men, not in the indirect manner of government in the outside world, but directly and physically. That gives the prisoners a common center upon which to pin their affection or their hatred. The warden is the all-mighty. All of this goes to unite the community in its attitudes and beliefs. If these forces can be harnessed to the common good, it becomes easy rather than difficult to convert the prison into a community. It has many of the elements that make community life a real possibility.

One of these elements is but the converse of the lack of competitive effort. Men have no occasion in prison to work for their own selfish interests. That gives them time to work for the interests of the group if such work is made available.

One other element needs to be mentioned. Much of the prison population has been reared in a world of conflict and passion, of fear and hatred. But, by the same token, it has been reared in a world of simple gang-loyalty. Organized crime would be impossible without gang-loyalty—honesty among thieves is no idle virtue; it is a rule of life for it is the one means to life. The import of all this for our purpose is simple enough. The men bring these habits and interests to the prison with them. While it is true that not all criminals have this basis of their existence, it is still true that many have it and that the worst criminals from the point of view of society are frequently those whose sense of loyalty to their group is greatest.

The process by which Osborne harnessed these factors within the prison and placed them at the service of community organization has already been indicated. What he succeeded in doing was to awaken within the prisoners a readiness to play a new game within the prison walls.

The resulting machinery with which the new game was to be played proved simple enough. A general election—with the shops as electoral districts—gave the basis for a constitutional convention. This constitutional convention, representing all of the prisoners, after long and detailed discussion set up a system of government. This system of government again was simple. At its base was the insistence that all men within the prison should be taken into the prison community on an equal footing. All records of past conduct within the prison were to be disregarded. Secondly, the shop which had been the basis for the election of the delegates to the constitutional convention, continued as the base for the electoral unit of government. The delegates, roughly speaking two men for each shop or company, were to be popularly elected, and voting was to be universal for all men who first agreed to become citizens of the community, and practically all did. These elected delegates thus became the government of the prison community.

Thirdly, the Board of Delegates, as the governing body was called, elected from among its members an Executive Board of nine that was in direct charge of the activities of the community. This Executive Board in turn elected a sergeant-at-arms who chose his own deputies and assumed responsibility for discipline and order. The sergeant-at-arms was, of course, removable by the (*Continued on page* 301)

To "Tom Brown"

By AUBURN NO. 34039

Things must be humming down old Ossining way,
Since the first of December, that red-letter day
When "Tom Brown" of Auburn took charge of things there;
For he is a jewel, a specimen rare.

He has tabooed old systems and conditions of fare,
That awful existence of grimmest despair;
The boys in old Sing Sing, they sure must be glad,
To think they are rid of the times that were bad.

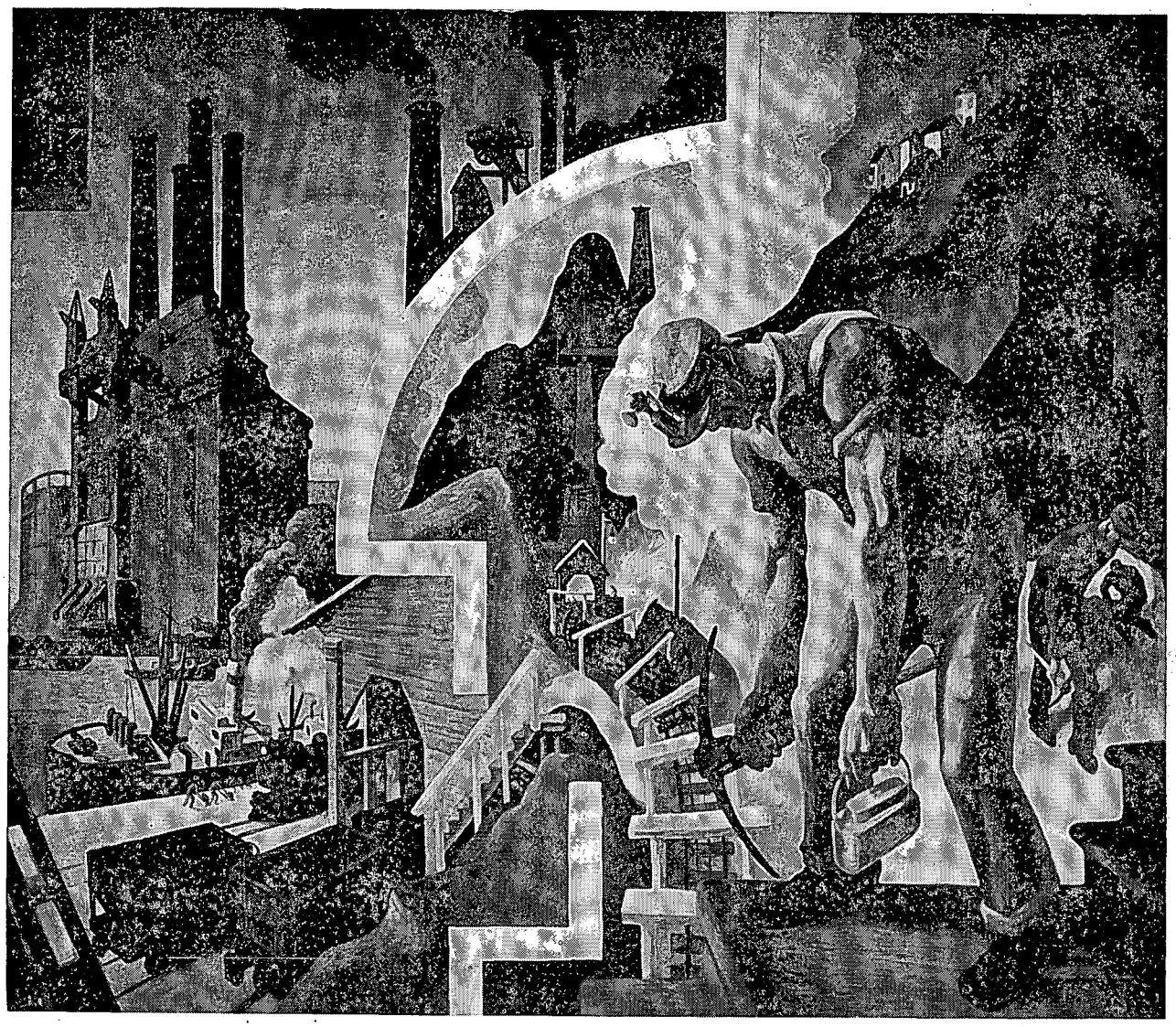
It's a big job he's tackled—the wardenship there,
But only a man of his courage would dare;
And he'll come out a winner with a smile and a nod,
For he's an old "con" and worked on the road.

Yes, if they stand by him and help all they can,
They will find he will prove himself more than a man;
For Tom Brown's a man whom power won't scare,
Or even a cell or plain prison fare.

But the boys down in Sing Sing they must not forget
That Tom Brown's got pals in the place he's just left
And those pals, one and all, they wish him well,
For did he not give them the M. W. L.?

From the Star of Hope (the prisoners' paper), January 16, 1915

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED



COAL

The American Scenes—Plural

ANOTHER cliché disappears with these paintings by Thomas Benton—"the American scene." He has found that it takes at least ten large panels to give some conception of America. The murals are for a great, square room in the distinctive building that Joseph Urban has designed for the New School of Social Research in New York. The concept, like a well-known American, "just growed."

Benton has always been absorbed by American politics and history; his father was a congressman who destined him for the law, and he himself served in the Navy during the last war. Not so long ago he conceived a great mural epic, a history of the United States from the simpler civilization of the Indian down to the complex days of the machine. He began to make the grand tour of the states, looking for pioneer types. (Survey Graphic readers will remember a number of these as reproduced in the issue for October, 1926.) It was while making these studies that Benton found himself interested in the living present of these people, their setting. "I realized," he says, "that the supposed and much-harped-upon standardization of America was a neat, descriptive formula which bore only a surface relation to fact. My experience had brought out infinite varieties of ways of living and doing which the formula did not fit."

The New School walls offered the opportunity to express this complicated social picture. Benton based its details on reality: every head is a study of a real person; all the material has been taken from real places. But the paintings, thought-compelling, actual though they are, are fundamentally paintings—facts have been molded into lines, colors, and masses. The panels soar and dart like a mounting fire. It has not yet been determined what activities will go on in the Benton room of the New School, but no one will dare to be dull in that room. Everything about the murals is alive. Vitality is the dominating note: rich country, busy men turning it to their purpose; cities bustling even in their leisure-time pursuits. Strength, animation, change: the raw material of the America of today, there to stare back, this winter, at thinking adults (students at the New School, Survey readers) as they consider pounding the pavements for work, and breadlines, anachronistic matters like King Arthur at a Yankee's court.—F. L. K.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Industri

By THOMA

Of the ten panels for the
are reproduced here. The
ceding page, was taken f
West Virginia. Left, ag
Oklahoma, Virginia, and T
activities, from West Texas
city building, from New Yo
from Georgia and Louisiana.
duced, one shows steel; o
figures—the instruments of n
remaining, modern urban li
in commenta

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

l Murals

H. BENTON

w School, five work subjects
ıterial for coal, on the pre-
New York, Alabama, and
lture and lumbering, from
ıessee. Right, oil and allied
l New Mexico. Below: left,
right, cotton, cane, and rice,
Of the panels not here repro-
which contains no human
:hanical power; and the three
with juxtapositions as rich
as in design.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Invalids' Adventure

By DEAN VAN CLUTE

Drawings by Esther Andrews

THERE were three of us, thrown together by the vicissitudes of poverty and sickness, friends from the desperate need for some one to talk to which weeks, months—yes, years—of hospital life engenders, united by a grim defiance. We could not accept defeat. We could not resign ourselves to the limitations which doctors insisted our physical conditions imposed. We could not become hospitalized.

The medicos thought we were incurable. We thought, what the hell! Supposing we can't be cured, is that any reason why we should spend the rest of our lives at a City Hospital, waiting to die; waiting for that banging, noisy iron wagon to cart us over to the morgue? Derelicts, they called us; adventurers, we were. We would show 'em.

There was Jack Drake; he would never give in; he was fighting in the Boer War when I was in short pants. And Bill O'Reilly, a pioneer cameraman, always ready for a new adventure. I was the youth of the trio, and as helpless physically as an infant.

Jack was our tactician. He had been a major in the Canadian Army during the War. His British practicality and his fifty years of life gave his word the position of final authority among us. Moreover, he was superior to Bill and me in the matter of health. At least his infirmity was not conspicuous. You can't see a weak heart as you can arthritis and locomotor ataxia.

Bill was our great supporter. His walk might waver and his reflexes refuse him, but nothing could vary the staunchness of his helping hand. Courageous and genial, he was a perfect partner.

And if dreams were needed I furnished them. Five years imprisonment in a wheel chair had made me an adept. If encouragement was necessary I uttered it like an optimist.

Together we planned escape.

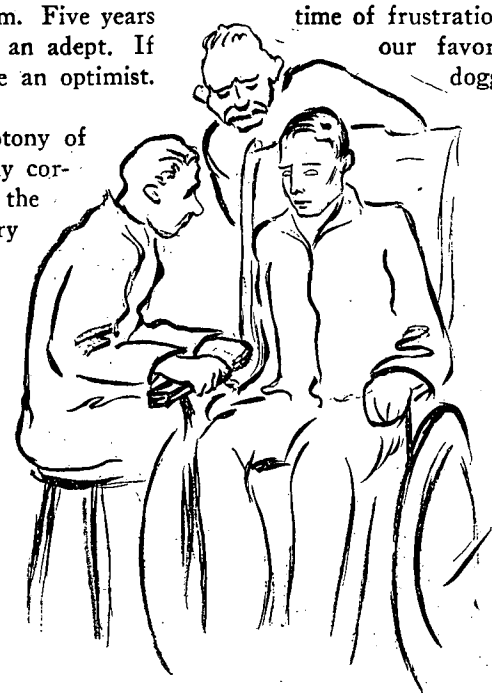
Escape from the dull and deadening monotony of the hospital; from the gray walls, the gloomy corridors; from the white iron beds and moans of the moribund. Adventurers in our youth whose very manna was uncertainty, the rigid sureness of hospital routine poisoned us more than our charted infirmities. Unsavory food at six in the morning, at noon and at five, punctually and inevitably, day after day, year after year, seemed harder to bear than starvation. And the hollow, "Good Morning," of the chaplain with its nine-o'clock routine regularity was far less to our liking than the uncertain silence of the outside world. We longed for life to be capricious. We wanted liberty, if it were only the chimerical liberty of insecurity.

Yet not a day passed but brought us fresh testimony of the toll of insecurity and the ruthless caprice of the world outside. Indeed, in our own ward of forty-five men there seemed always to be some new arrival who, after having worked hard the greater part of his life, chasing the bitch-goddess success up and down the world, came in the end to reap only a worn-out body and the promise of old age at the City Home.

No, we would not be entering life naively. We knew what it was like, but we wanted to try again. At fifty, forty-eight, and thirty-three years of age we found ourselves, severally, more willing to return to the struggle than to accept resignation.

BUT what could we do? There was a limit to the help which we could give one another. My strong heart could not make Jack's beat with any more regularity. Jack's sturdy legs and powerful arms could not release me from my wheel chair. Bill's bright brown eyes could not remove the darkness which enveloped mine. By addition we had strength and spirit enough to conquer all obstacles, yet together we were but little stronger than our weakest member. Whatever the nature of our adventure, it could not tempt fate by the boldness of its pattern. Its risk would be wholly in the weakness of its makers. To us mere existence outside of the hospital would now be dangerous enough to be exciting. How would we eat? Where would we live? How could we earn the simplest sort of living? We had seen able-bodied men brought to the hospital starving because they could find no work to do. How would we solve that problem? Supposing we failed! Well, we didn't care. If we were brought back painfully hungry, perhaps for once we might enjoy eating hospital food.

One day in June, after a winter of planning and a springtime of frustration, we were gathered together at our favorite spot in the hospital yard, doggedly discussing new plans. A wandering breeze blew across our corner. It was a great relief from the smell of the ward. The sun was very sympathetic. The doctors had told me always to take advantage of it. It *did* loosen my joints a little, and my tongue too. The sunshine was what I needed, all right.



"There were three of us"

"Jack," I said, "I have a plan for us. What do you think of this? We all need sunshine. We ought to go to Florida. We could make a living down there if we could any place. The place is lousy with wealthy people, and if they knew our condition they'd help us out."

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

"Yes, but how are you going to get there? "Jack asked.

"I'm game," Bill chimed in. "I sure liked that place. One thing, they don't have the goddam winters we have up here."

"Sure," Jack repeated. "But how are you going to get there? That's it. And whatta ya going to do if you do get there?"

I had the answer: "Well, why can't we do the same thing we thought about last winter. You fellows wheel me out to a busy corner and I'll sell newspapers or pencils or chewing gum. We could fix up a little story of ourselves, tell the public what we are trying to do, have some copies printed and pass them out to people who bought newspapers—or sell 'em. And as for getting down there, we ought to be able to raise fifty dollars apiece for carfare before next fall."

"Boy, it'll cost you more than fifty dollars," said Jack.

I knew it would cost me a great deal. For whenever I moved an ambulance had to move me.

But Bill was enthusiastic. "Florida's the place for you all right, Jim," he said. "It would do us all a lot of good. I could take care of you. I'd give you a ducking in the ocean every day and let you lie in the sun with nothing on. That would loosen up those joints of yours."

Jack was beginning to catch our eagerness. "There ain't any doubt that we would be better off there than here, even if we finally landed in another damned charity hospital."

"That's right," we all agreed.

There was a fellow who worked in the kitchen who was somewhat of a clever vagabond between jobs. Before the summer was half gone he had joined our group during his off moments. I was selling tobacco to some of the hospital help and to those patients in our wing who had the money with which to buy. That is how I met the fellow from the kitchen. We got into a conversation and I told him about our planning to go to Florida. "Say, buddie," he said, "I'd like to go along with you. I like Florida in the winter. What we should do is all chip in and buy a second-hand car. We would save money. With a car you can go any place. I've been to Florida. You fellows ought to get a 'break' down there."

So, Dan, the kitchen man, became one of us. We felt stronger than ever. We had needed at least one good husky fellow like Dan. And immediately after our conversation he told everybody in the hospital that I was selling tobacco to raise money to get out of the place. From then on it seemed that every smoker in the hospital, except the internes, bought cigarettes from me. I did a splendid business for a fellow in my condition.

All of us were encouraged about collecting enough money to make the trip. Jack had saved nearly a hundred dollars from his pension from the Canadian government. Bill had a few dollars salted away. Besides, he was having excellent luck raffling off an old phonograph which a friend had given him. I had already gone over a hundred dollars myself just from selling tobacco (a practice, incidentally, which the hospital rules forbid). And Dan said he would have enough for his share when the time came. The hospital engineer offered to sell us his three-year-old Mitchell for $150. Everything looked great. For days we greeted each other with, "Well, it won't be long now." To which the one addressed would answer, "You said it, boy!" And then both would laugh together triumphantly.

Dan went to look the engineer's car over and drive it around a bit. "That old boiler's been around plenty," he told us when he returned. "But she'll make it all right. And say, Jim, the back seat is big enough to put that old chariot of yours right in it, and with you in it. We'll get a tent so we won't have to stop at no hotels."

Dan was a good mechanic. We were glad he had joined us. "It's sure lucky for us that you're going along," I told him. "Maybe we can all get into some scheme to make a living when we reach there. We might even build a roadstand after awhile, not far from the ocean and on a well-traveled road."

"Sure thing."

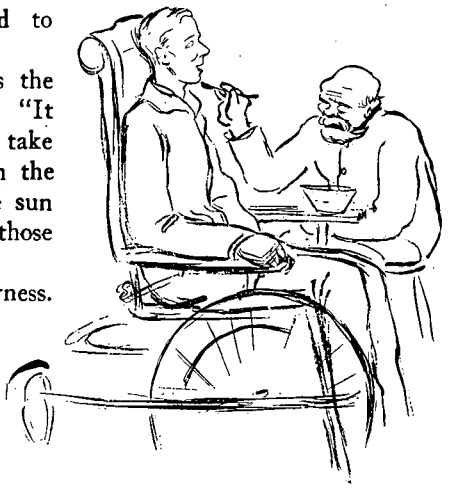
"Then we could sell hot dogs and ice cream. You ought to be able to run a gas station."

"You tell 'em, bo."

"God! Can you imagine being away from his place? Think of it! No nurses to crab at you. No more being awakened at night by the howls of somebody in delirium. Some decent food! There'll be plenty of oranges down there. Boy, I've almost forgotten what they taste like. And sunshine!"

"It'll be great!"

The orderly came around to tell me it was time to go in. Dan wheeled me into the ward. One of the patients who was up and around, an old fellow nearly seventy, brought me supper. When he fed me he spilled prunes down my neck. The bread was like punk wood. The tea was too sweet and lukewarm. But I chuckled to myself victoriously. There won't be much more of this, I thought. Thank God!



". . . he spilled prunes down my neck"

THE society which furnished the wheel chair I was using said they would give it to me if I ever left the hospital. I wouldn't have to buy a new one. But I needed some blankets. And I would have to have some sort of clothes. (I hadn't worn clothes for six years.) Jack got permission to go over to the city and he bought me what I needed. He also had a ride in the car with Dan and pronounced it O. K. Dan was getting his pay the last day of August. That was two days off. We were leaving the first of September.

The next day was gorgeous—clear as August rarely is. The limousines glistened in the sunlight as they purred down the street beyond the hospital walls.

"Millionaires going to work," said Jack. "Too bad."

I couldn't see the cars but I could hear them as they swished by. Jack said they were polished up like a rookie officers' boots.

"How'd you like to be going to Florida in one of those?" I said.

"How'd you like to have the nurses give you a champagne supper the night before you leave?" he answered. We both

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

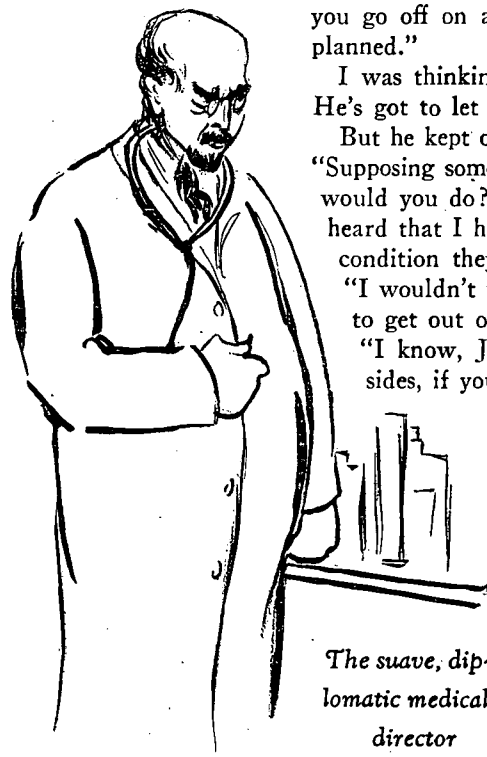
laughed. Finally Jack said, "Have you spoken to the medical superintendent about going yet?"

"No."

"Well, I'd speak to him today if I were you. If you wait till the last minute he's liable to get sore and hold up your discharge for awhile."

"Alright, I'll see him this afternoon. No danger, though. The doctor's a good guy."

That afternoon after lunch Dan was going over to get the car. He gave the engineer $150 and got a bill of sale. Then he went into the business superintendent's office to get permission to bring the car over to the hospital, for one had to have a pass to bring it in. The authorities were very strict about passes, so Dan went in and explained our plans to the business superintendent and asked him for a pass. When he had finished talking, the "super" stared at him with indignation and feigned amazement. "What sort of a half-baked idea do you call this anyway?" he finally exclaimed. "What in hell are you up to? How much money have you got?"



The suave, diplomatic medical director

Dan never could get along with people who talked to him like that. That was one of the reasons he never kept a job very long. As he later explained to the rest of us, he told the superintendent "plenty." I was out in the yard when he came out of the office and he came over to me cursing a blue streak.

"Never mind, Dan," I told him, "I'm going in to see the doctor right now to get him to sign my discharge. I'll speak to him about the car and I'm pretty sure he'll give us a pass. Meanwhile, you hurry over to town, get everything set, and bring the car as far as you can. You can put it in the nearest garage and then bring it down tomorrow morning."

"Check. So long."

AN hour after he had gone an orderly came out and told me the medical superintendent wanted to see me. He wheeled me into his office. The doctor greeted me jokingly. "Well, well, Jim, what's this I hear about you wanting to leave us. I thought you liked us better than that. You've been here four years; I thought you were becoming attached to the place?"

I wanted to joke with him, and I was mad at myself because I didn't feel like it. I always had been able to be as facetious as anybody else about my long stay at the hospital and the incurability of my arthritis. But now things seemed different. I guess I was sore at the business superintendent. "Doc," I said, "I've been in hospitals more or less for the last ten years, and I haven't been able to even turn over in bed for at least twelve years. And I've been blind for the last five of them. I can't read any more, and I haven't heard any music since Ernest Schelling played here a year ago. There isn't anything left for me to do except lie around here and think of how heavenly it would seem to be away from here for the rest of my life. I'm tired of hospitals. I'd rather have somebody wheel me down to the river and dump me in than spend another year here. I like you, and there are a lot of other people around here whom I like. But, God, I've got to get away from here or go crazy."

The doctor had tried to interrupt me but I had kept on. "Jim, I know it's hell for you," he finally said. "Most of the patients want to stay even when they're fit to be discharged. They don't seem to mind it. I know you're different. And everybody around here admires your courage and your unusual mind. We're more sorry that we can't do anything for you than we are about anybody else. That's why, Jim, we can't think of discharging you and letting you go off on a wild goose chase like this thing you have planned."

I was thinking: "Damn these suave, diplomatic words! He's got to let me go . He can't keep me here."

But he kept on making excuses.

"Supposing something happened to you on the way. What would you do? Why, if anybody ever picked you up and heard that I had discharged you from this hospital in your condition they'd think I was a lunatic."

"I wouldn't tell them where I came from, Doc—I've got to get out of here."

"I know, Jim, but anybody could easily find out. Besides, if you did get to Florida they might not even let you sell papers—or do anything. They'd probably put you in another hospital."

"Well, at least I'd have the advantage of a better climate. You said yourself that sunshine was the thing I needed."

"Yes, but they'd ship you back here. . . . Listen, Jim, I know how you feel, and if I thought this idea of yours could be good for you in any way I'd be the first to say do it. You need a change. I know that. I've never seen a greater optimist than you are. You're a perfect patient. . . . I'll tell you what we'll do. We'll let you go over to the city for a week. One of your friends has offered to give you a vacation from the hospital. He would take care of you. You would be perfectly safe. I simply couldn't let you go out of here unless some responsible person would sign papers to take care of you."

I continued to argue. I finally pleaded. But it was no use. Yet, with everything else so perfectly arranged, I knew I had to get released from the hospital in some way.

The orderly rolled me out into the corridor. I asked him to take me down to the Social Service, and he did. I was going to try to get the head social worker to find some one—"some responsible person"—to sign my release.

"Oh, Mr. Morris, how are you? I'm glad you came in." Her voice was at its tenderest.

"Can you help me, Miss Eddy?" I said, ignoring her question.

"Why, I'll try. What is it?"

"Find some responsible person to sign my discharge papers so I can get out of here. They won't have to be responsible for me once I get out of here. All they'll have to do is sign."

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

"Now what's the matter? Don't you like us any more?" she laughed.

I thought, Why do these people have to talk to me as though I were a child. I was awfully sore. Four years of accumulated irritation seemed to be pounding at my head and my heart. Before I could say anything the social worker began to talk again.

Bill shoved a quart bottle between my lips. "How's that, you old acrobat?" he said

"I've heard all about your plan, Mr. Morris. And I think it was mighty courageous of you to make it. Just to think of a perfectly helpless fellow having the nerve to start off in a second-hand car for Florida—and with three other invalids. Why, it's as brave as it is foolish. And it is foolish; you'll realize it yourself pretty soon, if you don't now."

"Please, Miss Eddy, even if you think it is foolish, please try to find some one who will feel enough compassion for a cripple to help him get out of here."

"If you were going with responsible company it might be different. Why, those fellows are liable to get you out of here and then desert you. How long do you suppose any of them would take care of you once you're outside of the hospital?"

I interrupted. "They are my friends. I trust them absolutely."

"Ah, Mr. Morris, you don't know the type of men that come to the hospital the way we do." (I had been living with them for four years.) "If you did you would know better than to trust any of them."

I recalled, despite the sickening sense of discouragement of the moment, that Miss Eddy had once returned a copy of Dreiser's The Genius which I had loaned her with the comment, "I think this novel portrays the typical bestial sensuality of men." My ire increased.

"What am I? A prisoner here?" I growled.

But when the social worker finished assuring me that I wasn't, I had given her up as impossible. I said no more, and the orderly took me out to our usual rendezvous in the yard. Jack and Bill were waiting for me.

"Well, it won't be long now!" they called as I came up.

"The hell it won't," I said with indiscriminate anger. "The superintendent won't sign my release."

"What's the matter with him?" said Jack.

"The dirty bastard," snarled Bill. "We'll smuggle you out of here."

"A swell chance."

"You fellows will have to go to Florida alone. They're determined to keep me here."

"The hell we will. We'll stick together. Let Dan take the car if he wants to."

Dan came back at five o'clock but he had to rush over to the kitchen to work. Jack had told him about my luck with the "super." "Well, Jim, I wish we could smuggle you out of here," he said when he saw me. "But this place is worse than the penitentiary for you if they don't want to let you go. Perhaps something will happen, though."

That evening Dan got paid. He came by my wheel chair and shoved a roll of bills into my hand. "Here's fifty dollars, my share of the car. Hang on to it. I'm going over to the city."

Two weeks later I got a card from Dan. He was in Havana. The car was still in the garage where he left it. The day after he left Jack wheeled me up to the gate just to reconnoiter the possibilities of slipping away unnoticed. The chance was nil. It was seething hot. The wheel chair needed some grease. It was hard to push. "Better be careful, Jack, you'll strain yourself," I told him two or three times. We got back to the hospital all right.

Bill came around after supper and took me out for a smoke. He had just lit my pipe when another patient came out of the ward and hurried toward us. "Jack Drake has kicked in," he said.

Bill knocked the fire out of my pipe and wheeled me back into the ward. He kept saying over and over, "Well, I'll be goddamed."

THAT night I couldn't get to sleep. I called the nurse as quietly as I could and asked her for some aspirin or veronal or a hypodermic (I knew she wasn't allowed to give one without the doctor's orders). She told me to try again and if I couldn't go to sleep within an hour she would give me something. In a few minutes she came back to my bed. "O'Reilly heard you call me," she said. "He wanted me to ask you if there was anything the matter."

"Tell him, no, only I can't get to sleep."

It seemed as though an hour had gone by. The nurse had gone over into the ward across the corridor. The floor creaked beside my bed and Bill's voice whispered above my face. "It won't be long now," he said. His breath was redolent with the odor of rye. "Never mind, kid, we'll get there anyway. . . . Here, take a drink of this." He put a bottle up to my lips. It was an imperial quart size. It seemed to be about three quarters full. I drank until it began to choke me. He kept holding it up and some ran down my neck. "How's that, you old acrobat, you?" he said.

The nurse was talking and talking

"Great, Bill!"

The bottle was up to my lips once more. I drank again until I choked. My throat burned for a moment and then I didn't mind it. I heard Bill smack his lips.

"Boy, we'll just leave 'em. Thas what we'll do."

By the time the nurse came back, the bottle was empty. I didn't know she was there until I finally heard her talking to Bill. She kept talking and talking and they left the side of my bed, and I went to sleep.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

The Evil Men Want

By FRANKWOOD E. WILLIAMS, M.D.

AS parents, friends, ministers, social workers, or mental hygienists we work on the basis that personal influences and influences in the community have an effect upon the development of character. We discuss the effect on children of the personality of the parents and of teachers, of the movies, of play, and the other circumstances with which they come in contact. It is our impression from experience that these things have very great influence for good or bad, upon the life of the developing child.

It is more than impression. We have seen children building into their character and personality defenses against certain environmental influences. We have seen these change with a change of influence. We have considerable knowledge of the forces at work and of how they work, and are able, in part, to manipulate them to bring about what we believe to be a healthier development, more serviceable both for the child and for the group, more social and yet at the same time more individual.

Development of knowledge, facility, and technique at this point is of the greatest importance if for no other reason than that it is here that we can attack and cut with some success into the vicious circle of events that continues to produce and reproduce results long recognized as undesirable. We are not in a position to create a world *de nove* but must work in the midst of life itself and of a social situation. Yet I suggest that while we work at this point, we think beyond it. Perhaps, after all, these outside forces, personal and communal, do not have quite the influence we think, or at least, they should not and need not have quite the influence that they now do have.

My point is that really the life of the individual, in a very fundamental sense, is lived within himself; that nothing can hurt him from outside, or, for that matter, help him; that the only individual who can hurt, or help, any individual is himself: that an individual for his hurt or help can respond only to those things to which he is capable of responding by reason of his own psychic economy.

A child starts with a certain hereditary potentiality. Wrapped up in these potentialities are certain needs. Things happen to him in the very early days of his life and needs and experience become formulated into problems. Problems seek solutions, but the solutions must be found in the midst of a constantly changing situation with experience piled upon experience. Later as we come to study the individual the situation has become complicated, for we have to consider not only his original needs but what has happened to these in the course of events, the solutions of problems he has attempted, the course of failure, partial success, and success, the defenses he has built up against outside forces, their failure, and results, or degree of success, and more confusing than all and certainly of great importance, the counter-reactions of the individual against himself, the defenses he has built up against the forces within himself.

What the person becomes is determined somewhere in this period of rapid development; here outer forces are at work in an effective way; here is forged the possibility of response.

WITH this as a working hypothesis we are led then to consider the possible significance of evil and good both in the lives of individuals and of the group. In our attitude at present we tend to personify evil and come to consider evils as things which exist in the world apart from men, things against which men must contend and protect themselves. We speak of men being "tempted." We think of boys and girls being "led astray" in one direction or another. But these things that exist in the world which we call evil are not things that have been put into the world; they do not exist apart. These things are nothing more than the expressions of needs of men themselves. They are the things that men themselves have created, and continue to create, and to accept or decline in accordance with the needs within themselves.

Wood carving by Andre Mare

Acts of cruelty, or acts of kindness, war, pacifism, sadistic literature, masochistic literature, sentimental literature, homosexuality, prostitution, pornography, burlesque shows, poetry, music, dancing, drama of various kind and content, ruthless domination in the home, in the school, in industry, smutty jokes, charity, devotion, purity, loving kindness, turning the cheek, love, hate, jealousy—none of these are things which exist apart in the world, good things on the one hand,

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

bad things on the other. All are in the world because man needs them. They have been created by him and he has created and continues to create them in order to satisfy needs which he has found and still finds within himself.

In a sense, these things are emotional food which men have prepared and do prepare for themselves. The table is spread and the individual takes or leaves in accordance with his needs, insofar as he can find it. If unable to find it he creates anew, he makes substitutions, or he invests objects with suitable symbols and utilizes these.

Qualities of goodness or badness are injected into these things by men on the basis of social result. We look toward the time when what is socially good or socially bad can be determined with some degree of objectivity. But that time is not yet. Our present determination of social results as good or bad is not upon a basis that can give any degrees of confidence, for these determinations now express not so much what is necessarily socially good or bad as the needs of the individuals who make the determinations, elaborate them into rules of conduct, promulgate them and contend for them. The very rules themselves, and their method of preparation, therefore, must be classed for the present along with the other things that men have created in order to satisfy certain needs, things whose values lie not in themselves but in the reason of their creation.

Our present social method, determined by the way in which we have looked at things, considering evils as something apart from men themselves, antagonists of men against which we must protect ourselves or from which we must protect our child, has led to certain forms of social activity in the attempt to suppress certain things and to encourage other things. Of course, what we denounce and what we approve changes from time to time, as Floyd Dell has shown so ably in his book, Love in the Machine Age, but the process remains the same.

I QUESTION whether as time goes on we shall occupy so much of our time in fighting evils or protecting individuals from temptations. These things cannot touch an individual except as he needs them. The crux of the whole matter is not in the thing but in the need.

What the individual needs he will find, and if not directly then indirectly, and attempting to deny him by treating the thing as undesirable gets us nowhere. It is the need and the manner of its development that may be said to be undesirable and to require attention. Efforts made to discover the forces and the manner of their working that create needs that may be considered undesirable, and conversely those that create needs that produce socially desirable conduct, are indicated in an approach toward the time when these forces may be so directed in the development of an individual that with the coming of adulthood his choice of good will not only be possible but so natural as to leave nothing else conceivable; whereas "evil" would leave him untouched though it rubbed his skirts many times daily.

I can see no other way that social progress, in anything but a most superficial sense, can come—not through the keeping away of temptation but the creating of men and women for whom these things can have no meaning. In a partial but all too limited way such a situation exists even today. Individuals specialize in evils and goods. Certain "evils" have no meaning for many people. They are passed by without effort. They simply lack significance for the particular individual. They represent no need that he finds within himself. He could be surrounded by them twenty-four hours a day but they would still lack interest and significance. On the other hand, we are all aware that there are "evils" with which we do not have to be surrounded but which we seek because they do have a significance for us.

At present our efforts toward social progress must be chiefly concerned with promoting the good and mitigating the evil circumstances that surround people. Yet fundamentally, Dr. Williams declares, we must seek to know how are generated the inner needs that drive some people to want and to do the things we consider good, others to go out of their way to seek evil. This article, presented at the First International Congress on Mental Hygiene, is published through the courtesy of officers of the Congress as the fourth in a series of its outstanding contributions. (See Survey Graphic, August, September, and October 1930.) *The fifth and concluding article of the series, Mental Hygiene and Public Health, by Haven Emerson, M.D., will appear in an early issue.*

In the field of preventive medicine there is an analogy, not complete and not wholly good, but at least suggestive in developing the point I am trying to make. While endeavors are made to get rid of harmful bacteria, still the great modern effort in protecting the child from bacterial diseases is in the immunization of the child against possible contacts with typhoid fever, diphtheria, scarlet fever, and the like. If we can successfully immunize the child against these things, then their existence in the world does not greatly matter. The individual is left untouched. But more; although by this method we attack the bacteria only indirectly, we have, after all, attacked most directly and effectively. For as the human soil upon which they can thrive grows less, then they themselves must tend to drop out of the world for the lack of sufficient material to keep them alive.

So, if we may carry over the word and the concept, what we need is to immunize the child, not through preachment, but through seeing that the needs that have forced other men to create things that would seem to be socially undesirable do not exist within him. Then these things may tend to disappear, not because our righteous campaigns against them have succeeded but because they no longer answer to the needs of men.

We return to our day-to-day work. We work at the level of events that is now possible for us. There is nothing in what I have said of immediate applicability. It is merely a way of looking at things, of thinking about things. But as we return in our practical work to the point at which we can work I think we might well have these things in mind. I repeat: The crux of the matter lies not in the thing but in the need. Good or bad, what precisely is the need and why? How has it come about and what can we learn to do at the level of its development?

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

In the Dark of the Moon

By JOHN PALMER GAVIT

PERSONS of uncommon intelligence, recently returned from Europe having had opportunities for more than casual contacts and information, have asked me, anxiously, the same question:

"Do *you* believe there is going to be another war?"

"Between whom? Where? About what?"

"Oh, I don't know—anywhere, about anything?"

"How should I know, even as much as you? You have just been over there."

"Yes, and over there everyone is talking war, and getting ready for it."

"What will cause this war?" I asked of each, and each answered:

"FEAR."

"Fear of what?"

"Of each other, and of . . . they know not what. As always, nobody wants war; each wants only to be secure—a little more so than his neighbor—and, like Germany before the Great War, ready to strike first."

France, armed to the teeth and unwilling to give up a single iota of her army, and backed by the group of Central European states in the Little Entente, leers at Italy, and Italy no less truculent, snarls back. Albania supplies the wretched bone of contention between Italy and Jugoslavia. Bits of country all over the map, containing unwilling alien populations dealt out regardless of their rights and wishes by the Treaty of Versailles, furnish smouldering embers upon which their former fatherlands blow dangerously. Comes to mind that grim conversation in Olive Schreiner's Dream (The Sunlight Lay Across My Bed) of Heaven and Hell, wherein:

I said to God, "But if they poison all, then none dare eat; what do they gain?"

God said, "Nothing."

I said, "Are they not afraid they themselves may bite where another has bitten?"

God said, "They are afraid. In Hell all men fear."

WHAT do they fear? I think I know. Into the mouth of Hamlet Shakespeare put what Bidpai the Brahmin said seven centuries before Christ—"'Tis conscience that makes cowards of us all";

> And enterprises of great pith and moment
> With this regard their currents turn awry
> And lose the name of action.

That is what ails the farce-comedy of disarmament. Security. . . . As old Publius Syrus said, "A guilty conscience never feels secure." On this very anniversary of the Armistice of twelve years ago, as I write these words, cowards of conscience sit in the vast cemetery of the world, betraying the cause for which millions of their best youth died; trying somehow to bargain away with weasel words and alibis deceiving nobody the pledge they made in writing—Article VIII of the Covenant of the League of Nations, under whose egis they sit:

The Members of the League recognize that the maintenance of peace requires the reduction of national armaments. . . .

Woodrow Wilson, among the immortal Fourteen Points of January 8, 1918, voiced the conscience and conviction of the world; calling for

Adequate guarantees given and taken that national armaments will be reduced to the lowest point consistent with domestic safety.

"These great objects can be put into a single sentence," he said to the Senate a month later. "What we seek is the reign of law, based upon the consent of the governed and sustained by the organized opinion of mankind."

Dr. James T. Shotwell, in The New York Times of November 9, declares that "the civilized world is in this year of economic depression and hardship spending about $4,000,000,000 or $5,000,000,000—probably much more—in preparation for the next war." This not including pensions and allowances for war-debts; these would immensely augment the total. "It means that every average family in Europe and the Americas is paying directly for the upkeep of the current war establishments somewhere between $30 and $40 a year."

We are little if any better than our neighbors. Mr. Hoover himself pointed out the preposterous extravagance of our own expenditure for armament. Dr. Shotwell stresses the ghastly absurdity that *every day* we spend on our Department of War as much as the State Department costs in a whole year. And we claim credit for initiating the Kellogg Pact, wherein we repudiated war as an instrument of national policy!

IT is not armament per se that troubles the conscience haunting that tooth-chattering graveyard in the dark of the moon. Though locked up in steel he is but naked whose conscience by injustice is corrupted—"what stronger breastplate than a heart untainted? Thrice is he armed who hath his quarrel just!" Denmark has been able to abandon armament altogether—she has no ravished alien minority to keep in subjection; no war-got swag to defend. Clinging in their terror to their razzers an' rabbits'-feet, these hypocritical cowards are haunted by the pledge that Mr. Wilson gave in their behalf—they applauded it in 1918 because they imagined it as applying only to "the enemy"—

Every territorial settlement involved in this war must be made in the interest and for the benefit of the populations . . . their interests must have equal weight with the equitable claims of the government whose title is to be determined. . . . The impartial justice meted out must involve no discrimination between those to whom we wish to be just and those to whom we do not wish to be just.

Germany taunts that conscience and will do so increasingly. Not forever will she remain disarmed alone. She protests justly that while she suffered (as beyond doubt she would have inflicted quite as ruthlessly) the normal fate of the vanquished in being pledged at the bayonet's point to helplessness, her promise is no more binding than that of the victors among themselves—and to her. By freeing her soil of their armed invasion and admitting her to equal standing among them in the League of Nations, *ipso facto* they have acknowledged her good faith; by the same token they have empowered her to ask, "Now, how about the promises that *you* made?"

Be as they may, as you please to think them, as against

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Germany and her allies, as states, the iniquities of that so-called Peace Treaty of Versailles—fecund ovary for a cluster of potential wars—against peoples, pawns in an old-fashioned dickering among victors, they were and continue manifold worse. True, if you please, that it might have been much worse; that it was infinitely better than at the Congress of Vienna; that there was a measure of consideration of the interests and desires of populations, some attempt to find and follow ethnographic and political lines blurred by lapse of time and old tyrannies. True that in the conditions then existing it was the best that could be had. But it is not the practically wise or unavoidable, the substantially just provisions of the treaty that endanger the world's peace now; few desire and none would dare to attack any of those. The menace lies in those palpably unjust and outrageous, and the brutalities to which they give opportunity, which guilty conscience has made only the more brutal; those which nobody defends save by swashbuckling oratory, the rattling of swords, and open and secret gathering of more swords. This is what plagues the whole world with discord, and will plague, until the inexorable operation of that conscience of mankind.

FEAR is a force as destructive in its field as an electric current. I entertain no doubt that the vast smashing billows of hate, blood-lust and terror which swept the world during those horrible four years, affected for ill countless thousands—including even unborn babes *in utero*—who never knew consciously that there was a war. That uproar still reverberates in the fiber of men and of nations. On the whole, perhaps the quieting has been more rapid than we had a right to hope.

For there are other forces. A few days ago I turned on the radio at random, upon a good concert. And at the end I learned that in my home in New York I had been listening to an orchestra playing in Edinburgh. A few days before I had heard the Prince of Wales, in London chiding shortcomings of his people in cooperation with the League of Nations. On October 27 we heard the voices of President Hoover in Washington, Premier MacDonald in London and Premier Hamaguchi 10,000 miles away in Tokyo, celebrating the depositing of ratifications of the London naval treaty. All this is wonderful enough as a triumph of science; it is worth while to remember that whether or not we "listen-in" the waves of the radio are passing through us at all times, lacking only a suitable receiving apparatus to make them audible.

Nobody knows anything about the nature of *thought*, but more and more science suspects its electro-magnetic character. The radiating forces of friendship and good-will, whatever their embodiment, are as potent as those of fear. While the old-minded men of moribund vintage chaffer in the graveyards where they themselves are overdue, about weapons and the machinery of destruction, others who know what time it is by the world's clock foster the newer spirit of international cooperation, of the better acquaintance and understanding to which the latest wizardry of materialistic science is bringing new vehicles. Even amid the shadows from thunder-growling, earth-born clouds there are bright patches, flashing assurance of the sun. France and Italy could not participate in that exchange of ratifications; as Charles A. Selden wrote to The New York Times that day, the French and Italian ambassadors sat apart, like unruly youngsters isolated at a family feast. France and Italy plainly are ashamed, uncomfortable under the gaze of the world. On that very day Signor Mussolini, whose truculent blathering is one of the most disturbing factors in the present world, felt it expedient to talk peace, incidentally having a shy at "hypocritical Europe, which at Geneva babbles of peace and prepares everywhere for war." Aside from the fact that neither Italy nor France could maintain a real war against each other or anybody else without the active consent and cooperation of the United States and Great Britain, they cannot endure the bombardment of those ineffable vibrations of the world's best hope. As real as—as radio, let us say—is that factor long ago acknowledged in our Declaration of Independence, and which is "a decent respect to the opinions of mankind."

Consider for instance what it means that Venizelos, once again prime minister of Greece, has gone peacefully and with friendship in his hands to Constantinople and Angora, with the welcome of Mustapha Kemal. It is not yet ten years since Venizelos reiterated the declaration that the Ottoman control in Europe must be obliterated. Hatred between the Greeks and the people of Asia Minor has been a crimson thread in history since ever Themistocles the Athenian preached naval preparedness and practiced treachery. No page turned since the war presents a more significant reversal than this pilgrimage which writes a new thing in an old and blood-stained book.

REBUILDING on the foundations, really little shaken by the war, of our long established friendship for the German people, is the newly organized Carl Schurz Memorial Foundation, whose headquarters are at 225 South Fifteenth Street, Philadelphia. It is assurance of its spirit and effectiveness that Wilbur K. Thomas, hitherto active in the Service Committee of the Friends, has become its executive secretary. Its purpose is of course to reincarnate that spirit of good will between our people and the Germans of which Carl Schurz was so conspicuous a type. And it is significant of the widening circle of inter-racial friendship that greetings, good wishes, and pledges of cooperation have been tendered to the new organization by such others of similar intent as the American-Russian Institute, the American National Committee on International Intellectual Cooperation, the China Institute of America, the Concord Society, the English Speaking Union, the Netherland-America Foundation, the American-Hungarian Foundation, the Carnegie Endowment for International Peace, the China Society of America, the Kosciuszko Foundation, and numerous others. Already the Carl Schurz Memorial Foundation is active in sponsoring such visits of distinguished Germans as Dr. C. H. Becker, lately Prussian minister of education, whose article on the new spirit in German education was a feature of the New Germany issue of Survey Graphic of February, 1929.

In many quarters we see these signs of passionate desire to strengthen the bonds of human fellowship, terribly strained during our own time. Meanwhile the League of Nations functions steadily, a real body for the world's determination to find a better way than the old one. I will use the small space remaining by mentioning a new means of information in the activities of the Geneva Research Information Committee, and its two publications, The League of Nations in Review and Research Information on League Activities, available at $1 and $2 respectively ($3 a year for both). Address the committee at 59, Rue des Pâquis, Geneva. The first pamphlet issued is on The Palestine Mandate. The September issue of the periodical summarized the Assembly session. I think these publications will be indispensable. Enough to say, as to authority, that Arthur Sweetser heads the committee.

To all the questionings and fears about "another war" there is at least the answer that the clouds are breaking, and most of the thunder-growling is aftermath of the last great storm, whose wreckage it will take long to clear away.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Letters & Life

In which books, plays, and people are discussed

Edited by LEON WHIPPLE

Talking through Their Brass Hats

PRINCIPLES OF STRATEGY, *by Major-General Sir Frederick Maurice. R. R. Smith. 243 pp. Price $3.00 postpaid of Survey Graphic.*
THE REAL WAR: 1914-1918, *by Captain B. H. Liddell Hart. Little-Brown. 508 pp. Price $4.00 postpaid of Survey Graphic.*
COLOSSAL BLUNDERS OF THE WAR, *by William Seaver Woods. Macmillan. 269 pp. Price $2.50 postpaid of Survey Graphic.*
A BRASS HAT IN NO MAN'S LAND, *by Brigadier General F. P. Crozier. Cape & Smith. 254 pp. Price $2.50 postpaid of Survey Graphic.*
MEMOIRS OF AN INFANTRY OFFICER, *by Siegfried Sassoon. Coward-McCann. 322 pp. Price $2.50 postpaid of Survey Graphic.*
NO HARD FEELINGS, *by John Lewis Barkley. Cosmopolitan. 327 pp. Price $2.00 postpaid of Survey Graphic.*

NO MAN'S LAND was under the brass hats. Between the trenches was Everybody's Land, recognizable by those ancient human guide-marks—fear, pain, death. The truly incomprehensible was the ratiocination that went on in the heads of the generals in those studios of war at *any* general headquarters. There, sanctified by delusions of importance, the geometers and logicians of war planned campaigns that never clicked, and held everlasting post mortems on the little word *if*. Generals seem to suffer from a special kind of paranoia. So you can best learn of the madness of war by listening to them talking through their brass hats.

That is necessary now as the plain soldiers' stories become more and more the romances of veterans from which are being woven new legends of glory and new masks for war's grim visage. On No Hard Feelings, by John Lewis Barkley, eighteen-year-old Missouri boy in 1917 and first-class fighting man, the jacket reads: "They squeezed every last experience and adventure out of history's most adventurous period." There is surely an invitation to war—for fun!—addressed to the Class of 1932 who will learn about war from books. Memory is at her eternal task of softening reality. Barkley was a hero; he did Homeric deeds; and his book is illustrated with reproductions of diplomas of valor from several nations, though it is true at the end of the war many viewed his ribbons as passports on soldier joy-rides. This is a thrilling book, especially the saga of the abandoned tank which Barkley seized and used to break up a German attack, all alone. But even here one remembers, aside from his splendid courage, his chauffeur-like ingenuity in keeping his machine-gun jacket cool.

Drawing (1917) by Alfred Kubin

Death in a Steel Helmet

Veterans' tales are always dangerous. They survive—that is romance enough. What can ten million dead men answer? Nothing; they are dead. The testimony of the principal witness is barred by an iron statute of limitations. The dust of Flanders' Fields needs to become articulate to complete our war literature.

BUT the generals are articulate enough. They must make queer reading even to live heroes. Consider The Principles of Strategy by Major General Sir Frederick Maurice, K.C.M.G., C.B., LL.D., professor of military studies in the University of London, once director of British military operations from 1915 to 1918. Here is a brass hat *par excellence,* as tall and glistening as the spire of the Chrysler Building, and an able man of the kind who admits: "Thought is as important as the provision and equipment of ships, soldiers, and airmen." Further, he recognizes the social nature of modern war by nations, not mercenary armies. But, boiled down, his thesis seems to be: There are *no* principles of strategy. How else interpret these words: "The object is not to provide formulae for use in war, since all history shows this to be futile. . . . War being a very serious and practical matter, knowledge of its principles in the abstract is of little value." The generals proved that truth monotonously, but why write a book on the theme?

"Most forecasts now seem ludicrously wrong," he says. "The basic French Plan 17 was all erroneous because they underestimated the possible man-power of the Germans in the North. . . . On August 23 von Kluck advanced on Mons in ignorance he had the British Expeditionary Force in front of him." The mistakes of war are strictly neutral. All generals are alike.

But let's get to the heavy stuff. The principles of war according to the British Field Service Regulations are: concentration, economy of force, surprise, mobility, offensive action, co-operation, security. These, of course, can be discovered in any gang of boys fighting on a vacant lot. Surprise we can admit, offhand. Whatever else they did, the generals were always surprised. Many, too, understood the principle of security. But I prefer Foch's summing up: "Far from being an exact science, war is a dreadful

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

and impassioned drama." That means a conflict of will, and the great general is the one who can will blindly for the longer time, till the social structure of the enemy breaks.

But the genuine pearls secreted by the brass hat are two. "The factors of time and space remain the fundamental factors of strategy." O wise judge, the truth, and very modern, at last! Einstein will be the next chief of staff. He knows more about relativity than even a general. But he is a pacifist. Finally:

> There are, however, two principles of war which are unanimously accepted by all writers upon war of the past, namely, that the object of war is to be obtained by the overthrow of the enemy's armed forces, and the way to bring about that overthrow is by the concentration of superior strength, physical and moral, upon the field of battle.

Simple, isn't it, when you once grasp strategy? I submit the old Confederate fighter, Forrest, said it better: "Get the most men thar fust." So our best chance to kill war glamor is to let the ranger listen in on the men who use him in the game, and learn that he cannot trust his war-making to persons so far removed from reality. For the brass hat is insulated first by rank and caste and then by physical safety. He meets neither the reality of the bullet in his breast, nor the one in the back, from his own men.

NOW we do not preach bitterness against generals; they are netted by fate like the rest of us. But let us have done with talk of military genius and study the record. Read Liddell Hart's magnificent objective study of military operations in his The Real War. This seems to me one of the indispensable war books, informed, dispassionate, clear, and incessantly interesting. It is a long revelation of how battles happened, and were never planned, from the time the Germans took away two divisions from von Kluck's "hammer-head" to the October days when the Americans bogged down in the Argonne because, in old Clemenceau's biting words, "They are all tangled up with themselves." Study any battle—the long-drawn agony of the Dardanelles, the misty naval conflict of Jutland, the Somme, Verdun—or the achievements of any general—Joffre, sleepy but symbolic; Haig, tenacious but with no imagination; Hindenberg, creation of patriot day-dreams—and compare these with the pronunciamentos of the general staffs. Surprise was never attained: both sides forgot the Channel ports, Germany wasted the gas murders, England spoiled the tank adventure. One thing becomes clear; whoever won the war, it was not the generals. Mr. Woods' story of the giant blunders is more journalistic, less well documented, but adds to the huge burden of proof that there is no logic in war, and that plans of campaigns are scraps of paper. The warning is clear, but as Hart says: "He would be a rash optimist if he believed that the next generation would trouble about the warning." Well, at least they deserve the facts.

Hart says: "It all confirms the immemorial lesson of history —that the true aim of war is the mind of the enemy command and government, not the bodies of their troops; that the balance between victory and defeat turns on mental impressions." One new principle of war may be thus deduced. In the next one, we shall have staff psychiatrists. Their duty will be to preserve the morale of their own troops, diagnose the mental state of the enemy through the so-called "god of war," and lastly, treat the paranoias of the generals. Such a psychiatrist might well write the book we need—the stream-of-consciousness novel about a commanding general, its swirls, passions, thoughts, doubts, and griefs, in the twenty-four hours around the zero hour. For they suffer and are human.

How gentle and human officers may be is revealed in the books by Crozier, who went from major to brigadier, and Siegfried Sassoon, poet, who commanded a platoon. They accepted war and hated war, and both end with revolt against what it did to their men. No wonder Crozier's book aroused bitter controversy in England, for he was a general with a string of honors after his name, no slacker, but a lover of his country and his soldiers who finally spoke out of a heart full of sorrow and certain knowledge. He tells the plain unvarnished tale of the soldiers to whom he stood *in loco parentis*. These quotations are review enough:

> I had to put the blood lust in my men. . . . By this time I could turn on my emotions and regulate my mental requirements for war as one regulates the heat in a railway carriage. . . . The Christian churches are the finest blood-lust creators we have and of them we made free use. . . . The British soldier seldom oversteps the mark of barbaric propriety save occasionally to kill prisoners he cannot be bothered to escort back to the lines. . . . I should be very sorry to command the finest army in the world on active service without the power behind me which the fear of execution brings. . . . The more big drums there are the more prostitutes abound. . . . War breeds vice and venereal. The abnormal life lead directly to the path of free-love on a large scale, elaborate, and ever-expanding scale. . . . God is merciful and it almost seems as if he chloroformed us on these occasions. . . . We are worse than scavengers. War is a dirtier game than is generally known.

He is not interested in strategy but in the bodies and souls of men. Yet he does not put the burden on his fellow generals, or even the government: "World war or industrial peace is a personal responsibility, not a collective or governmental necessity. Man makes war possible. Man can make war unthinkable." This book is one of the most valuable of all for peace propaganda; its truth, wisdom, and passion make it unique in all the writing of generals in history. This solemn line must ring today in England's mind: "In 1914 England changed her soul. Otherwise she would have lost." What price victory!

HOW this change went on in the soul of an English gentleman is hinted in the muted, beautiful prose of Sassoon in Memoirs of an Infantry Officer. He reveals, as Robert Graves revealed, that the war the high-caste Englishman fought was the most terrible the world has known. Sassoon is not so bitter as Graves nor has he that poet's social vision or psychological intuition. But he is so much in character, with his public-school stoicism and understatement, with the warm, fox-hunting country background he created in his first novel, with his dislike of the melodrama of blood others record, with his final blundering revolt against the cruel things he saw the troops suffering (they side-tracked him into a hospital for mental cases) that he evokes the ghostly mood of his clan in terrible authenticity. By a queer premonition he seems to have known that he was not only watching death: he was in at the death of his caste. He saw England changing her soul. But the books on strategy contain no chapter on souls.

LEON WHIPPLE

Southern Superfilm—with Sound

AN AMERICAN EPOCH, *by Howard W. Odum. Henry Holt. 370 pp. Price $3.50 postpaid of Survey Graphic.*

THE key to this crowded opus on what is going on south of the Potomac and how come, is in the book's iterated refrain—"pictures and pictures." If you search An American Epoch for light on the most fashionable Southern question of the day, namely whether it is possible for the late Confederacy to acquire a wilderness of smokestacks and still preserve those leisurely felicities and graces that are conveniently but vaguely designated as distinctively Southern, you will be disappointed. For a Georgia-born sociologist who must be daily exposed to the torment of spirit that goes on around this moot question in Chapel Hill, Charlottesville, Nashville, and points South, Dr. Odum is infuriatingly judicious, non-committal, and objective. And for this sin he need expect no forgiveness from any of those romantics who are lying awake nights devising schemes to cross the cotton mills with the eighteenth-century manors of

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Virginia's river barons, in such a way as to retain the best features of both.

One suspects, for better or for worse, that Dr. Odum doesn't believe this Burbankian trick can be done. At least the apocalyptic vision of the South that he sketches on page 341, the penultimate page of the work proper, suggests a contemporary Southern civilization not a whiff more aromatic than that of, say, New England. It is

> thinking less highly of the past than of the future . . . seeking to do all things *well* rather than merely a few things *big* . . . [appraising] work higher than talk, truth more than dogma, integrity more than acclaim . . . not afraid of Sinaic thunders echoed by false prophets; not afraid to do its own thinking nor to create in pioneer fields; not afraid of the truth and the freedom which truth reveals; not afraid of the past, the present or the future . . . set to the task of conserving and developing its limitless resources in materials and men and to stopping its vast leakage from economic and official waste—etc., etc.

In fine, a South that is 100 per cent American, whatever that is. It is certain only that it is not in a spiritual, cultural, or any other sense "distinctively Southern."

Leaving it to those more deeply steeped in the aromatic Southern tradition that I am to administer to Dr. Odum the appropriate punishment for his betrayal, I hasten to offer the judgment that An American Epoch is a fascinating kinemacolor encyclopedia of Southern manners and folkways, Southern virtues and imbecilities, Southern mistakes and achievements. In true movie fashion, it tells the story of the South's pilgrimage between the Civil and Holy Wars, by following the vicissitudes of two characters, Major Thomas Leaven, slave-holding representative of the plantation gentry, and John Washington Southern, self-respecting, non-slave-owning yeoman, whose two progenies in the third and fourth generations belong to the same luncheon clubs and extol the same gospel of arrivism.

Parallel with the close-ups of, and back-shots at, these symbolic clothes-horses, are "pictures and pictures" of every imaginable scene that has figured in the Southern Odyssey, sheaves and sheaves of statistics, asterisk-strewn pages of quotations in Mencken's Americana manner, from the hates, misprisions, and imbecilities, North and South, of the past sixty years. And in the end there is a truly staggering bibliography bearing witness to Dr. Odum's colossal industry, curiosity, and patience. I unreservedly commend these "pictures and pictures" to all persons who are curious about how life below the Potomac spun its pattern, how that pattern ravelled and warped after Appomattox, how it took on a changed form and coloring in response to new social and economic forces and how it is shaping up in the opening years of the reign of the Great Engineer.

Norfolk Virginian-Pilot LOUIS I. JAFFÈ

How to Be Happy with Russell

THE CONQUEST OF HAPPINESS, *by Bertrand Russell. Liveright.* 249 *pp. Price* $3.00 *postpaid of Survey Graphic.*

EVEN those who are of other schools of thought than Mr. Russell's will find in these pages many a sage counsel for every-day guidance. Except in one instance, the author does not profess to offer anything new either as a philosophy of ethics or as a practical outcome; but the urbanity and the crisp clarity of his words give his recommendations an edge not always found in books of this familiar kind. Whenever the reader is tempted to say, "So-and-so will have to read this at once: this page on inflated ego hits him just where he needs it," Mr. Russell has a way of suggesting that there would be no very great folly in the reader's saying, "Me, too."

In the front part, he diagnoses certain frequent causes of unhappiness in the life of today. For instance, the chapter entitled Competition pictures well the price people pay for the silly desire to equal or to outshine their neighbors: even the book-clubs, he tells us, exist because many subscribers instead of wanting to enjoy what they read, wish rather to be in the swim. The chapters on boredom, fatigue, envy, fear, and persecution mania, are full of good common sense. Fear, we are advised, is not banished by forgetting. The proper course is to think about it rationally and calmly, but with great concentration, until it has become completely familiar. In the end, familiarity will blunt its terrors and wear off its morbid fascination. In another chapter: "Admit to yourself every day at least one painful truth; you will find this quite as useful as the Boy Scout's daily kind action."

Russell's approach, as might have been expected, is distinctly intellectualist. At many points, his matter and manner suggest Spinoza, whom he occasionally quotes. He is, however, at one with modern hygienists of the mind in prescribing food, shelter, health, love, successful work, the respect of one's own group, and perhaps parenthood, as the chief essentials to happy life. Persons prepared to meet him half way will thank him for his able restatement of counsels which need only to be practiced to be recognized as sound.

Religious readers will miss such chapters as they find in Cabot's What Men Live By. Others will disagree with the hedonistic ethics. Others will object to Mr. Russell's handling of the problems of sin and remorse. Though he has less to say on sex than in his Marriage and Morals, he makes frequent reference to the topic, with approval of freer attitudes, and always with the emphasis on getting rid of the sense of guilt. There are two ways of avoiding self-reproach. One is to abstain from wrong; and the other is to persuade yourself that it is not wrong at all. Mr. Russell is all on the side of the latter. In the condemnation of illicit relations, he sees only "convention," timidity, envy. He says nothing of the reasons why persons quite emancipated from herd-opinion and envy, still regard the stricter code as more likely to promote the finer types of character. Here is one of the places where his recipe for happiness will appeal only to those who share his individualistic ethical philosophy, and will reconvince his opponents that his authority in ethics is less than it is in the logic of mathematics. HENRY NEUMANN

Brooklyn Society for Ethical Culture

Judge or Doctor?

THE STORY OF PUNISHMENT, *by Harry Elmer Barnes. Stratford Company.* 284 *pp. Price* $3.00 *postpaid of Survey Graphic.*

THIS brief survey of the efforts made by society to repress criminal behavior does not cover the whole field of criminology but deals with one part, penology, in the United States. Its general character reduces detailed reference to situations in particular states.

Mr. Barnes dedicates his book to Clarence Darrow and accepts wholeheartedly Darrow's views on determinism as explaining all that we need to know about human behavior. He says (p. 3): "There is not the slightest modicum of freedom of choice allowed to either the criminal or the normal citizen in his daily conduct." Stronger yet is his statement (p. 250): "There is not the slightest iota of choice allowed to any individual from birth to grave." To my mind, this is a most absurd theory to which no one can logically adhere. Mr. Barnes, himself, is unable to keep to this. For example, he thinks it surprising that Lord Birkenhead should have commented (p. 84) so favorably on the transportation system. He even feels (p. 85) that the "Australian convict life should bring shame to the human race as a whole." Why this attitude if each and everyone of us has no choice but to do the things we do? Shame can not enter into such a situation. Lord Birkenhead wrote what he did because of the arrangements of his atoms or of his electrons. We do not feel ashamed because a wheel turns around as it was made to do from the very beginning. According to this theory, each brutal warden or guard could not do otherwise; every prison horror was ordained; and

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

there is no chance of improvement unless by a sportive arrangement of the various parts of the universe something new turns up.

Fortunately, however, this theory has little or nothing to do with Mr. Barnes' study of penal methods. Amos Warner once said that in developing a working hypothesis for himself he had been compelled to assume that he was free, but that everyone else was in the grip of a causal series from which there was no escape. Mr. Barnes takes this god-like position. The book doesn't seem to me like the product of a robot, but of a free soul incensed at the stupidities of mankind.

The historical approach which Mr. Barnes uses is helpful in explaining present practices. He points out that imprisonment did not do away with corporal punishments but that these have survived as adjuncts to imprisonment. Other old-time practices in criminal procedure also survive, as for example, the use of torture in ascertaining guilt. One does get the feeling, however, that the human animal has dragged himself during the last few hundred years a little further out of the ooze. About the only new note since Beccaria, thinks Mr. Barnes, is the development of psychiatry. "The advantage of the psychiatric approach," he says (p. 3), "is that it is possible for the psychiatrist to take into account all the possible influences operating upon the criminal, inasmuch as they all come to a focus in his mental activities."

Mr. Barnes is opposed to capital punishment, but argues that it is wise and desirable to exterminate the idiotic, hopelessly insane, and habitually criminal type. He is in favor of some sort of inmate government, believing that the underlying thesis of the Mutual Welfare League is thoroughly sound. Naturally, he believes that treatment should fit the criminal, not punishment the crime. He laughs to scorn the idea that people would voluntarily seek to gain admission to scientifically conducted prisons, pointing out that we see no one trying to break into institutions for the insane and the feebleminded.

The jury system is not sacred to Mr. Barnes. According to him it is composed of twelve men drawn from the same group whence come Ku Klux Klaners who are largely unconscious of the worthless information being divulged to them. He wants to take the police system out of politics (we have heard of this idea before) and make it a highly trained technical profession. For the jury, he would substitute a paid body of experts "whose sole business it would be to deal with accused criminals." Lawyers and judges, in dealing with criminals, are on a par with the barbers who practiced surgery. They also should be crowded off the reservation.

The exact procedure to be used in ascertaining guilt is not quite clear. It is assumed, apparently, that the paid body of experts will know how to handle this phase of the question. Since he feels that psychiatry should dominate penology, it follows that prison officers should all be medical men. The reviewer would like to suggest that an all-around educator be mixed in now and then. There is, on the whole, little in the book with which one can quarrel. It is a stimulating book and will help in the struggle against ignorance and stupidy.

Swarthmore, Pa. LOUIS N. ROBINSON

Readjusting to a New Age

PROBLEMS OF THE PACIFIC—1929, *edited by J. D. Condliffe. University of Chicago Press. 697 pp. Price $5.12 postpaid of Survey Graphic.*

CONFERENCE reporting is a difficult art in these days of round tables and informal discussion groups. Dr. Condliffe, in the Third Conference of the Institute of Pacific Relations, held in Japan last fall, has accomplished the task by making from the stenographic reports summaries of the discussions sufficiently full to bring out the major facts and points of view, without too cumbrous detail. For this the reader is referred to the data papers prepared for the conference by the national delegations. (There is a three-foot shelf of separately published conference contributions, ranging from thin pamphlets to inclusive histories.) Fifteen of the most important papers, not printed elsewhere, make the present volume.

One gets the impression that the institute's interest has become increasingly economic and commercial. In 1927, extra-territoriality in China was the subject of major controversial interest; in 1929 it was the struggle for the resources of Manchuria. In both cases a frank display of the different interests at stake, against a background of enlightened neutrality and a strong predisposition toward peaceful solutions of international differences, has unquestionably affected the situation itself for the better, and this in spite of the entirely unofficial character of the conference. For, the Institute, through its procedure, has been able to set a new tone of informed, friendly discussion in which difficulties can often be resolved that do not easily give way to the ordinary methods of pressure diplomacy.

The Institute was not originally planned nor now intends to concern itself only with the adjustments of immediate issues. Its real significance arises from its focus of attention upon the contact of distinctly different cultures as the element that distinguishes all disputes across the Pacific Ocean from those across the Atlantic. Thus, at the present conference, the machine age in its effect on traditional modes of living in the East was a theme to the discussion of which the Oriental delegations, particularly the Japanese, brought not only new information but also deep concern. As they see it, the accelerated commerce between the continents has produced tasks for a new type of scientifically implemented statesmanship of international control in areas that intimately affect the very structure of society and the security of its most ancient and hallowed institutions. Through the whole proceedings runs this preoccupation with questions that have hardly reached the horizon of so-called practical politics. Here, then, is conference on current issues with an emphatic insistence both upon historic roots and trends into the future. Here are interpretations of the hidden essentials in a gigantic human readjustment to the demands of a new age. BRUNO LASKER

Child of Chaos

TWICE BORN IN RUSSIA, *by Natalia Petrova. William Morrow. 194 pp. Price $2.00 postpaid of Survey Graphic.*

AS a novel, as the authentic autobiography of a Russian princess who was born under the czarist regime but who lived as a young woman in revolutionary and Soviet Russia, this story is intensely thrilling. But more than that. The anonymous author (today the wife of a distinguished journalist) might have been one of thousands of high-born Russians who in childhood, girlhood, and early womanhood were of the privileged class, only to find that the formula by which they had lived until the fateful year 1918, could not meet the changed conditions. This little volume therefore becomes a significant document, though in contrast to the many erudite analyses of prerevolutionary and revolutionary days, there is no attempt to analyze the political situation. Yet this accurate account of the early life, the subsequent hardships and sufferings in the life of one individual of her class, constitutes a backdrop against which the events of the revolution take on a clearer meaning to those to whom the old Russia is more or less a closed and mysterious book.

Although one of the disfranchised, although enduring incredible agonies in an effort to keep herself and her child alive, Natalia Petrova shows no bitterness or rancor. Many of her sentiments indicate, however, that as a former aristocrat, she was unable to appreciate fully the genesis of the revolution. She accepts the inevitable and rises to all emergencies. "Though brought up in past traditions (*Continued on page* 286)

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

The Social Worker's Library

A SERIES of authoritative volumes edited by JOHN LEWIS GILLIN, Ph.D., intended to provide social workers and students of social work with reliable and helpful information regarding the most recent findings and experiences of social scientists and professional social workers.

You are invited to write for more complete descriptions of these books

Volumes Now Available

CASE STUDIES IN COMMUNITY ORGANIZATION
By Walter W. Pettit
8vo, 345 pages, illustrated, $2.25

COMMUNITY ORGANIZATION
By Jesse F. Steiner
8vo, 395 pages, $2.25

COMMUNITY RECREATION
By J. C. Elsom
8vo, 278 pages, illustrated, $2.25

PROBATION FOR JUVENILES AND ADULTS
By Fred R. Johnson
8vo, 242 pages, $2.25

SOCIAL WORK PUBLICITY
By Charles C. Stillman
8vo, 254 pages, illustrated, $2.25

353 Fourth Ave. New York **THE CENTURY CO.** 2126 Prairie Ave. Chicago

McGraw-Hill

brings to your attention

POPULATION PROBLEMS

By WARREN S. THOMPSON
Director of Scripps Foundation for Research in Population Problems, Miami University

462 pages, 6 x 9, $3.75

McGraw-Hill Publications in Sociology

The study of man's numbers and their relation to his welfare is the central theme of this authoritative book. It presents a panoramic picture of population and its related problems from the earliest days down to the present time.

Tracing the development through the years of definite theories, concrete policies and remedies advanced regarding population problems, the author outlines the factors that must be considered in any attempt to understand present day problems and to formulate and evaluate theories and policies aimed to solve them.

Send for a copy on approval

McGRAW-HILL BOOK COMPANY, Inc.
Penn Terminal Building
370 Seventh Ave., New York

LETTERS & LIFE
(*Continued from page* 285)

which had so little prepared us for the stormy side of life, it was the struggle that taught us patience and self-reliance, and developed in us the energy which enabled us to overcome so many difficulties, although it was the energy frequently born of despair. . . . From muslin creatures, we became at least useful if not efficient." Thus she summarizes the attitude of a large group of non-emigres. And is it not after all the non-emigres, who lived through the revolution who best understand the facts? Tragic as was her situation, the story of Natalia Petrova and her aristocratic sisters convinces us that there was much that was good in the early training that could develop such courageous spirits, and that there is much to be admired in a country in which even the victims of a changing order develop a supreme faith in the ultimate working out of temporary chaos.

LOULA D. LASKER

Servant of His People

BORN A JEW, *by Boris D. Bogen in collaboration with Alfred A. Segal. Macmillan. 361 pp. Price $3.00 postpaid of Survey Graphic.*

DR. BOGEN died suddenly of heart disease during the session of the 1929 National Conference of Social Work after a career of something over thirty years in the field of Jewish social work. During that time he had been occupied in educational work among Jews in the Hebrew Technical School and the Educational Alliance in New York City, as principal of the Agricultural School in the colony in Vineland, New Jersey, as superintendent of the United Jewish Charities of Cincinnati, as secretary of the National Conference of Jewish Social Service, as director of the European activities of the Joint Distribution Committee for the Relief of Jews Suffering from the War, and after his return from Europe successively as director of the Jewish Federation of Los Angeles, California, and national secretary of the B'nai B'rith, an international Jewish fraternal order with a substantial social program. In connection with this last piece of work and during his stay in Cincinnati as a lecturer at the Hebrew Union College, a rabbinical seminary, he had close contact with Jewish students in colleges and universities throughout the country.

He came to this country after his marriage as a young man because of the complete frustration of Jewish life in Russia. He found himself subjected to all the handicaps naturally presenting themselves to an immigrant without knowledge of the language, completely ignorant of its social and cultural character and without any preparation for a place in its industrial organization. He experienced the usual difficulties of adjustment but by his unusual intellectual capacity, industry and humor, he succeeded in acquiring an education, in the meantime supporting his family by odd jobs in teaching and writing for Russian journals until he was able to find his true vocation in the above fields.

Bogen brought to his social work among his people a peculiar adaptability to the conditions under which he was to work. His education and associations in Russia gave him an intimate first-hand, personal knowledge of the background of the masses of his people whom he was to serve. His preliminary years in America acquainted him fully with the difficulties of adjustment of the immigrant and his keen understanding made him fully aware of the characteristics of the longer-settled Jewish groups, chiefly of German and West European origin, who were the supporters and directors for the most part of the social agencies with which he was to work.

Despite the usual impression on the part of non-Jews of the unity of Jewish life and the similarity of all Jews, there are as great differences between Jews long settled in the various countries of Europe as between the other nationals of those countries. Thus it happened that as a result of the heavy

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

FUGITIVE PAPERS

By Russell G. Smith *$1.50*

". . . It is a perception, an insight. It awakens, it drives. It makes clear what sociology is, and reveals its value, for thought and for life, for discrimination, for appraisal . . . It is the best introduction to sociology that has ever been written . . ."—Franklin Henry Giddings.

THE AMERICAN PUBLIC MIND

By Peter Odegard ***$2.50***

". . . His indictment is against the forces which are making America what she is today, a nation of standardized goose-steppers, and the volume is a veritable mine of illuminating material covering every field of political, economic, religious, and intellectual activity . . ."—Ernest Boyd, *The New Freeman.*

New York School of Social Work Publications

THE CONTRIBUTION OF ECONOMICS TO SOCIAL WORK

By Amy Hewes *$2.00*

This book offers the results of the economist's research, answering questions that vex all social workers. Here are new points of view, new tools that no social worker can overlook.

THE DEPENDENT CHILD

By Henry W. Thurston ***$3.00***

A clear, informative, and persuasive criticism of the changing aims and methods of caring for dependent children. Child welfare workers, boards of directors and others who are responsible for dependent and neglected children should read this invaluable new contribution.

COLUMBIA UNIVERSITY PRESS

immigration of Jews from Eastern Europe during the eighties and nineties of the last century, the American Jew coming very largely from countries of Western Europe found himself faced with the need of assimilating into his own corporate body and relieving the immediate needs of many thousands of his co-religionists who, except for a common religion and racial origin, were as alien to him as they were to his fellow Americans of any other origin.

There was much misunderstanding and much intolerance on both sides. It is greatly to the credit of the older-settled body of American Jewry that with all its immigrants it has succeeded in large degree in solving this problem and that the newcomers have been enabled through the helpfulness of their predecessors and by their own intelligence and force of character to achieve the degree of success that has been theirs in this country.

It was the peculiar function of Dr. Bogen to serve as a highly devoted intermediary between these two groups, translating them one to the other and enabling them to work in harmony.

It is greatly to be regretted that his untimely death prevented his bringing to his own conclusion the manuscript of this present volume now finished by other hands.

When the crisis of the war uprooted Jewish life in Eastern Europe, it became necessary for American Jewry, which until our own entrance into the war was the only large Jewish community not immediately affected by it, to render to their afflicted brethren whatever help was possible, for the Jews were not only affected by the war, as were their fellow inhabitants of all the belligerent nations, but in addition, by reason of their peculiar status in the countries of Eastern Europe where for centuries they had been set apart as a foreign group, were subject to harsh restrictive treatment, suspected of lack of sympathy with their own compatriots, and constantly subjected to especially repressive measures in the zones of actual fighting in Galicia, Poland, Rumania, and Russia. Whole communities were transported from their homes to places hundreds and thousands of miles distant. Families were broken up, community life destroyed.

The years after the war were even more disturbing. American Jewry responded to this need with unprecedented generosity. That funds thus raised might have expert disbursement, it was necessary to have skilled and understanding direction on the ground. Bogen was chosen for this service and the story of his experiences occupies the greater part of the present volume. The true history of this magnificent effort on the part of American Jews, remains still to be written. The present account is necessarily too personal, too individual to tell the whole story and to view it objectively and in proper perspective. It has no documentation and is purely a personal record. Nevertheless, it will always have value to the historians of this activity primarily because of its intimate relation to a magnificent pioneer undertaking amid conditions of the very greatest difficulty. It affords a fitting picture of the remarkable vitality of this ancient people and its survival under a stress greater than any to which it had been previously subjected. The spiritual resources of this persecuted mass of men, women and children are beyond all praise. To them Bogen has given full credit.

Solomon Lowenstein

New York City

An Adventure in Rural Education

SCHOOL ACRES, *by Rossa B. Cooley, with crayons from life by Winold Reiss. Yale University Press. 166 pp. Price $2.50 postpaid of Survey Graphic.*

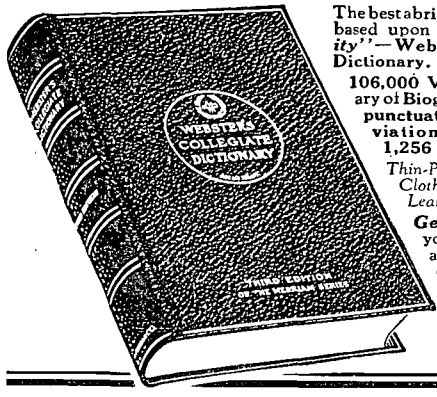
BLACK YEOMANRY, *by T. J. Woofter, Jr. Henry Holt. 291 pp. Price $3.00 postpaid of Survey Graphic.*

THROUGH the pages of School Acres we catch glimpses of the white oyster-shell roads which, like shining threads, knit the plantation life of St. Helena Island into a community, and thus symbolize the genius of Penn School. Down those roads a pageant of civilization unrolls before us as on a scroll. It was in the tidal rivers (*Continued on page* 288)

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Here's A Welcome Gift!

Webster's Collegiate



The best abridged dictionary because it is based upon the *"Supreme Authority"*—Webster's New International Dictionary.

106,000 Vocabulary terms; dictionary of **Biography; Gazetteer;** rules of **punctuation;** use of **capitals, abbreviations,** etc.; **foreign phrases. 1,256 pages. 1,700 illustrations.**

Thin-Paper Edition: Special Merriam Cloth, $5.00; Fabrikoid, $6.00; Leather, $7.50.

Get The Best. Purchase of your bookseller; or send order and remittance direct to us; or write for information. Free specimen pages if you mention this magazine.

G. & C. Merriam Co.
Springfield, Mass.

QUESTION ---

Where will I find

---a list of State Conferences of Social Work?
---names of active Crime Commissions?
---statistics on the growth of employe representation in management?
---facts about Credit Unions?
---names of national agencies dealing with crippled children?
---a descriptive roster of all the 455 national agencies dealing with social work?
---authoritative current information on 187 social work subjects?

ANSWER ---

In the newly published SOCIAL WORK YEAR BOOK, issued now for the first time.

600 pages 6½ x 9½ Price $4.00

RUSSELL SAGE FOUNDATION
130 East 22d Street New York, N. Y.

(*Continued from page* 287) of these islands off the coast of South Carolina that the last of the slave ships discharged their cargoes of primitive Africans, bootlegged across the Atlantic long after the outlawry of the trade. On these great plantations, sea-island cotton was grown under conditions that epitomized the extremes of agricultural mass-production under forced labor. It was here, during the early years of the war, with the islands occupied by Union forces, that the first attempts were made to employ Negro cotton growers at wages. And it was here that emancipation first reached the Southern cotton lands, and here that beginnings were made by Negro freeholders on their own small plots. We are told that Lincoln's thinking with respect to how to deal with the freedmen was influenced by what went forward in this occupied zone.

In such a setting, then, this first Southern Negro school was opened in the early sixties; and in the years that followed, under the founders of the school, the demonstration was carried through that these field hands, marooned in ignorance under slavery, would respond to teaching. And against such a background, under their successors, Rossa B. Cooley and Grace Bigelow House, that belated liberty and that early learning have been linked with life. On these mud flats have taken root the imaginative proposals of such men as Armstrong and Frissell, Seaman Knapp and Horace Plunkett. The educational principles which have been conceived at Hampton and Tuskegee and the other great centers of vocational training have not only been brought to earth in St. Helena, but they have been broadened into a quickening scheme of life as a whole. St. Helena has become a laboratory where for a quarter of a century has been carried out our most arresting experiment in community education. And Miss Cooley has blended with her narrative a record of practical experience that will be of help to race leaders and rural educators everywhere. Moreover she offers a new approach to the urban teacher or civic leader who would realign our work for children to the far more rapid changes of our industrial centers, or who would relate education to the going needs of adult men and women who must keep abreast of the changes which sweep in and through our modern civilization.

From this angle, Penn School is an experiment in releasing initiatives and fostering cooperative self-reliance in an epoch of change. That the stage in which the work at Penn is set is small, the tempo of life comparatively slow, is an advantage to those who would learn from it; an advantage in the same way that we may learn of the art and synchronization of movements of the human body by those slowed-down moving pictures which space the changes gradually enough so that the eye can follow.

WE have come to look for imaginative and opportune projects on the part of the Institute for Research and Social Science at the University of North Carolina, and nothing has been so characteristic of the spirit of Chapel Hill as the survey of life on St. Helena carried on under the leadership of Professor T. J. Woofter, Jr. A new bridge has linked St. Helena with the mainland and the twentieth century. But before it was too late to catch the spirit of the old, no less than the spirit of the new, a group of specialists lived for varying periods on the island, and Black Yeomanry is the result; they paint their canvas of island life with sure but colorful strokes. Dr. Woofter himself interprets the general range of findings in chapter after chapter that have a charm of portrayal which conceals and carries a heavy weight of sociological data. Guion Griffis Johnson, Guy B. Johnson, and Clarence Heer contribute distinguished sections. In the chapter on Taxation and Government Benefits, we are brought close to one of the reasons why public education for Negroes in the Southern cotton lands has been so laggard. The folk of St. Helena put up $16,500 in taxes and receive less than $7000 per year in governmental services of direct benefit to the island. The entire cost of running the little crossroad schools, which are open for five months of the year, is $3000. Here we get the background of the work at Penn.

But Miss Cooley herself has been the outstanding interpreter not only of the school but of the islanders. She reveals its

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

impact on the island life not as a gesture of paternalism but as an overture of leadership to release nascent forces for self-development and group initiative. Its very genius has been not to lay things on but to stir things up and build from the bottom democratically. Chapters from her book appeared first serially in Survey Graphic, and we have considered them among our most unique contributions to the transcript of American social life and adventure. PAUL U. KELLOGG

The Childhood of Modern Culture

A HISTORY OF MODERN CULTURE I. THE GREAT RENEWAL: 1543-1687, *by Preserved Smith. Holt. 672 pp. Price $5.00 postpaid of Survey Graphic.*

MOST of us feel related to the seventeenth century in a way that does not apply to the preceding period. We are more at home in Amsterdam than in Florence. The reason is not only a greater similarity in world situation and in conflict of ideas, but the survival of that era, as a cultural unit, in our own age. We are acquainted with communities, in Europe and on our own continent, that in many ways still belong to the seventeenth century. Its buildings, art, recreations, books belong to us through an intimacy of contact which is often quite personal. It requires no special effort of the imagination to piece the spirit of that epoch together from the bits of it that are familiar as part of our own heritage.

It is a coincidence, perhaps, that this period popularly called the seventeenth century, but more correctly delimited in the book under review, also serves our age as that mirror of its own tastes and interests which every age seeks in the past. It reflects our impatience with dead formulas, our thirst for understanding, our love of luxury and also its fierce denunciation, our longing for simplicity and definiteness in a life that becomes ever more complex, our fear of decadence, our experimentalism, our restlessness in the exploration of old notions and of new sensations.

Of all this the present volume, the first of a monumental series, gives a somewhat one-sided account. It is less a history of a great era than a paean to science. "History," writes the author, "resembles the cognate social sciences in rationalizing the interests of some particular group, that is, in glorifying and justifying the acts of the nation, family, church, party, or class to which the writer belongs." His own performance is no exception to that rule. His prejudices do not stand out because they are largely those of his time and of his present readers; and we have learned to make allowances for the ancestor worship which colors so much of the social science that comes from New England. But his work is given a peculiar bias by his belief that "a history of culture is really a history of the intellectual class." What might be an expedient choice of subject matter—since the history of intellectual advance has the most definite and easily accessible record of all cultural phenomena—is thus elevated to the position of a thesis which essentially is false. With all its magnificent scholarship and thoroughness, this account fails to give undertanding for the epoch with which it deals. While the older histories, with their exaggerated insistence upon political and military events, acquainted us with the bony structure of the living past, we are presented here with a neurological chart. The flesh and blood of the era—the reaction of the common man to new influences and new knowledge—is left largely to the imagination, together with the skeleton of its major "epoch-making" events.

Yet, within its limits, the present volume offers a brilliant vindication of the claim that significant history can be written around outstanding figures. The treatment is largely biographical. With sympathetic discrimination we are helped to recognize the worth not only of the torchbearers, but also of men whose life work obstructed the emancipation of the scientific spirit.

The total impression is one of amazing vitality. Personal integrity was a luxury in the age of Descartes and Pascal, of Spinoza and Milton, even more than in our own. If they did not always accept martyrdom, the heralds of the scientific age often excelled in resourcefulness. They not only introduced a new realism but, what is more, showed us the way toward new methods of dealing with human experience. BRUNO LASKER

The Inquiry

New MACMILLAN Books

JANE ADDAMS'

THE SECOND TWENTY YEARS AT HULL HOUSE

In this new volume Miss Addams brings the story of Hull House down to date, not only giving the outstanding events of this second score of years but showing the interesting experiences that have centered about the eighteenth amendment, the immigration laws, the efforts to humanize justice and to socialize education. Into this story she has worked many autobiographical notes and reflections which hold high interest for all who have followed her remarkable career.

$4.00

CRIME AND THE CRIMINAL LAW IN THE UNITED STATES

By Harry Best

An important and timely study of one of our major social problems, based on unique statistical material. Dr. Best covers in his survey every aspect of crime and the agencies for its prevention—the extent and cost of crime, the condition and characteristics of the criminal population, the forms of punishment, the pardon and parole, criminal law and procedure, and crime prevention. $6.00

BEFORE AND AFTER PROHIBITION

By Millard E. Tydings

An endeavor to obtain accurate knowledge of what has occurred during the ten years of dry enforcement. "Wets and drys alike will do well to read and ponder this concise little book."—*Philadelphia Ledger.* $2.00

THE FIGHT FOR PEACE

By Devere Allen

This monumental work is a singularly valuable contribution to the literature of the whole peace movement, for it covers its entire history as no other book does, and also gives an exhaustive survey of the present status of the movement. Everything is here and every library and peace-worker needs it.

$5.00

Obtainable through all bookstores

THE MACMILLAN COMPANY

60 Fifth Avenue -:- New York

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Index to Advertisers

December, 1930

EDUCATIONAL

Authors Research Bureau 293
Columbia University Home Study Courses 298
New York School of Social Work 298
Simmons College School of Social Work 298
Smith College School for Social Work 298
Training School for Jewish Social Work 299
University of Chicago Graduate School of Social Service Administration 299
University of Chicago Home Study Courses 298

School for Boys
Chateau de Bures—Paris, France 298

DIRECTORIES

Social Agencies 300-1
Progressive Organizations 304

PUBLISHERS

Century Company 286
Columbia University Press 287
Henry Holt & Company 291
Macmillan Company 289
G. & C. Merriam Company 288
William Morrow & Company 292
McGraw-Hill Book Company 286
Religious Education Association 294
Russell Sage Foundation 288

Book Club
Junior Literary Guild ..... Back Cover

Book Shop
Brick Row Book Shop 293

GENERAL

Fels Naptha Soap 293
Lewis & Conger 293
Life Extension Institute 242
Metropolitan Life Insurance Company ..... Second Cover
Tamblyn & Brown 241

HOTELS AND RESORTS

Chalfonte-Haddon Hall 295
Hacienda De Los Cerros 296
Hotels Statler 297
Western View Farm 296

CLASSIFIED

Situations Wanted 302
Workers Wanted 302

Employment Agencies
Collegiate Service, Inc. 302
Executive Service Corporation 302
Gertrude R. Stein, Inc. 302
Joint Vocational Service, Inc. 302

Printing, Multigraphing, Typewriting, etc.
Action Letter Service 303
Hooven Actual Typed Letter Company 303
Quick Service Letter Co., Inc. 303
Webster Letter Addressing & Mailing Co. 303
Pamphlets & Periodicals 302

THE FIRST STATE PROGRAM FOR EMPLOYMENT

(*Continued from page* 260)

is not equipped to handle our business during peak seasons. We know that together with less space now required, we effect considerable savings." Another firm stated to the Committee that it was able to meet its peak load with a plant which was one-fourth smaller than it would have been had they not produced stock during the months when sales were slack.

It may be objected to this that since most firms already have capital equipment to care for their peak load, regularization of output would merely mean that a portion of the plant would be idle throughout the year instead of its being entirely used at some periods and much less at others. But such a contention ignores the fact that a business can contract its total capacity by not replacing machines which depreciate or become obsolete and in many cases by disposing of some of its floor space to other firms. Even if the volume of business remains constant, establishments can through regularization reduce their unit costs. If their business expands, they can provide for this growth factor from what would otherwise have been the unused capital equipment in the slack months. In short, while the policy of regularization will generally mean an increase in the cost of providing working capital, it will also mean a decrease in the cost of fixed capital. While more space will have to be provided in the warehouse, less space will have to be provided in the factory. And the savings in the latter are likely to be appreciably greater than the losses on the former, since factory space is filled with costly machinery and therefore has a higher value per cubic foot than warehouse facilities. On the other hand there is often a substantial interest loss on high-value goods and in such cases there may be no business justification for regularizing output. No general rules can be framed to apply to all cases.

(3) Where work is irregular and uncertain, firms find it necessary to pay an hourly rate above the average in order to attract an adequate and fairly competent staff of workers. Workers want security and assurance of regular work and all but the reckless and shiftless generally prefer to work for a firm which gives continuous employment than for others whose hourly rates may be somewhat higher but where the workers are never sure of next week's work. Regularization should therefore mean lower unit labor costs as well as lower fixed charges. In these gains labor benefits as well as employers. The worker obtains an increased annual income at the same time that the employer reduces his unit costs.

(4) Regularization lessens the conscious and unconscious restriction of output on the part of the workers. In industries where work is irregular it is an almost universal tendency for employes to slacken their effort as they see off-seasons approaching. By reducing their effectiveness they can make such work as they have, last longer and can postpone the day when they are unemployed. Next to the fear of having the piece-rate cut, the fear of unemployment is probably the chief cause of withheld effort. The evil effects of unemployment are therefore only partly visible; like an iceberg they lie mostly below the surface.

There is much reason, therefore, for business to set itself vigorously to the task of regularizing production. The social need, the economic advantages, and the practical methods of stabilization must be called to the attention of the business managers everywhere. Those who seek to reduce unemployment should seek the cordial interest and cooperation of employers. That is one of the chief tasks which we have set ourselves and by means of conferences in various cities of the state, we have sought to stir the interest of business men in the practical achievement of those who come to these conferences to describe the successful methods of stabilization which they follow. Trade associations and local chambers of commerce might well make stabilization of operations one of their major concerns. Some have done so, notably the Rochester Chamber. Trade associations particularly should study the problem of the individual industries with a view to determining

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

how production and employment can best be regularized. The state could be of service to small businesses which cannot afford a specialized research staff, by having two or more competent industrial engineers or experienced administrators who will place their knowledge and experience at the disposal of plants which wish to regularize. Such experts should under no conditions be political appointees but should be secured after consultation with well-recognized associations of engineers and managers. Under such safeguards we believe that a competent advisory staff could be of greater service to industry and labor in the state. We recommend that it be attached to the Department of Labor.

V. All Unemployment Cannot Be Cured by Regularization

WE would be guilty of false optimism however if we were to conclude that all industries can be regularized by such methods. If one classifies the industries which have been able to put into effect production to stock under planned policies, one finds that they fall into one or more of the following classes: (1) Those producing a standardized product such as soap, dates, silverware, standard parts, etc. (2) Those with highly skilled workers where it is very important to retain a steady staff, such as measuring instruments, optical works, etc. (3) Those where the product is quasi-monopolized and where the manufacturer can accordingly resist pressure from dealers. (4) Those where storage costs per dollar of value are not excessively high.

Such industries are important but there are many others which do not fall into these four categories. In those, the elimination of seasonal fluctuations is at present almost impossible.

This is particularly true in industries where styles change rapidly, as in the manufacture of clothing and shoes and more particularly in the women's branches of both of these industries. Women's clothing stocks are almost as perishable as radishes or celery. In an industry such as this, with small and highly competitive plants, it is suicide for a firm to manufacture goods to stock. A manufacturer must instead produce after the orders have been given him by a retailer or jobber. With the increase of hand-to-mouth buying, the volume of individual orders is becoming smaller and the time allowed for delivery shorter. Some relief might be found by following the H. A. Dix Company, which manufactures standardized garments during the slack seasons, but as the desire for more individualized dress on the part of women increases the practicability of this outlet has steadily diminished. Women's shoes have become almost as disorganized in their styles as women's clothing, and the increase of the style factor has compelled the International Shoe Company largely to abandon its program of stabilization.

VI. Weather Changes and Unemployment

IT is also true that while we can mitigate, we cannot entirely remove the direct influence of the weather in causing unemployment. More building is now done in the winter than was formerly believed possible, but even at best the inclemencies of winter weather in this state will always cause a considerable amount of unemployment. Such stoppage of work will not only affect workers in the building trades but will cause irregularities in industries producing building materials. Such goods are bulky and have high storage costs. This will continue to serve as a deterrent against large quantities being produced to stock.

We must, therefore, face the fact that while good management can reduce, it cannot cure seasonal unemployment and that even if industry were to set itself to the task with far more energy than it has shown in the past a considerable amount of seasonal unemployment would exist.

VII. Cyclical Unemployment

DURING periods of cyclical unemployment individual firms are to a large degree helpless to overcome the numerous factors that create depression. Some business men have argued that by indulging in more advertising during depressions and by releasing new products,

(*Continued on page 292*)

INTRODUCTION TO MENTAL HYGIENE

By ERNEST R. GROVES *and* PHYLLIS BLANCHARD

"The professions whose concern is the understanding and the teaching to others of the principles underlying the problems of human behavior have waited long for just such a book, and there is little doubt that none will be disappointed with the admirable text that Groves and Blanchard have so carefully prepared."—H. N. KERNS in *Mental Hygiene.* $4.00

SOCIOLOGICAL THEORY AND SOCIAL RESEARCH

By CHARLES HORTON COOLEY

This posthumous volume of essays contains discussions of such topics as Genius, Fame and the Comparison of Races; Personal Competition; The Use of Self-Words by a Child; The Roots of Social Knowledge; The Theory of Transportation; etc. They are written with the Emersonian wisdom and persuasive logic which have characterized Professor Cooley's best writing. $3.00

RACE ATTITUDES IN CHILDREN

By BRUNO LASKER

"Mr. Lasker's analysis of the factors which enter into the formation of race attitudes, is by all odds the most painstaking and discriminating known to this reviewer."—HENRY M. BUSCH, in *The Survey Graphic.* $4.00

THE SCIENCE OF SOCIAL RELATIONS

By HORNELL HART

"It should be especially helpful to the person who lacks the background of social studies but finds himself in a position of social leadership and needing knowledge of the principles and processes of interacting causation in group life."—WALTER BURR in *The World Tomorrow.* $4.50

AMERICAN MARRIAGE AND FAMILY RELATIONSHIPS

By ERNEST R. GROVES *and* WILLIAM F. OGBURN

"Professors Groves and Ogburn have provided invaluable data which cannot be overlooked by any who seek to understand the American family today."—*Federal Council Bulletin.* $4.50

THE NEGRO IN AMERICAN CIVILIZATION

By CHARLES S. JOHNSON

"No other volume, so far as my knowledge goes, has brought together so large a body of authenticated facts touching the life of the Negro in the urban environment, and no other study has made so comprehensive a survey of the literature describing the conditions of the Negro in every part of the country, as is contained within the limits of the five hundred and more pages of which this voume is made up. —ROBERT E. PARK in *Opportunity.* $4.00

HENRY HOLT AND COMPANY

ONE PARK AVENUE NEW YORK

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

THE BOOK OF ARTHUR GLEASON

"MY PEOPLE"

By ARTHUR GLEASON

"A. G."

By HELEN HAYES GLEASON

THE man who in wartime forecast the tremendous swing of the past decade in British life, turned his scrutiny to the oncoming American. "The world has made a fresh start and he is on hand in plenty of time," he wrote. "If one generation of youth will carry its undefeated purpose through the span of years at the pace of its flying start, we shall release a force and beauty into time, surpassing former things."

To celebrate and illustrate that faith is the purpose of this sheaf of little essays. Its lyric prose treats of the facets of American impulse; its rhythms are as various and contrasting as the jets of nervous vibrancy in Manhattan Nights and the drumming undertones of Ramskapelle Barnyard.

THE author of "My People" was essentially one of them, a lover of tolerance, a hater of repressions and violence. He challenged the hazards of freedom. There was in him that unconquerable spark of the spirit of life, youth that rides the flow of events, the creative artist. Of these Mrs. Gleason writes, and especially of his quest for beauty, the beauty of simplicity, of truth, of suffering.

$2.50

William Morrow and Company
386 Fourth Avenue, New York

(*Continued from page* 291) stabilization can be effected. But such a policy at best can only be practiced by firms producing specialty goods. It is patently impracticable for producers of standardized consumers' goods or of capital goods, who are of course most severely hit by periods of depression. The ultimate control of the business cycle is in our opinion still a long way off. It probably involves some form of international action governing the supply of money and credit which will stabilize the general price level and so prevent those fluctuations which encourage business to peak activity during periods of prosperity and discourage it from production during periods of depression.

The state and municipal governments are not as helpless in these emergencies as are private industries. They can time their public works so that an appreciable volume of additional work can be undertaken as private business slackens. In order to do this adequately, however, it is necessary for the state and the municipalities to draw up long-time programs of improvements and to obtain authorization for the necessary bond issue. As a depression approaches the state and local authorities could accelerate construction and thus afford a considerable measure of relief. In order to do this effectively, however, there should be coordinated action on the part of the state and municipalities and we suggest that the state government assume the initiative in setting up a state planning board which will be headed by the state director of public works and include the responsible executives of the chief cities and counties of the state.

It has been a common practice during this depression for firms to work the major portion of their force part time instead of laying off a large portion completely and having the remainder work full time. Out of 598 firms with a total force of 180,000 which replied to a questionnaire we addressed to 1400 manufacturing concerns, 157 employing 61,000 workers explicitly stated that they were following this policy. This sharing of work during periods of depression we heartily endorse. Less hardship is occasioned the employed group by having their incomes somewhat reduced than for some to be totally deprived of earnings, and employers are enabled to keep their forces more nearly intact for the period of revival which sooner or later must follow.

VIII. Technological Unemployment

WHILE ultimately the workers displaced by improvements in machinery or in management may find work, the intervening period of unemployment is likely to be onerous and when new work is found it is often at a sacrifice in earnings. Ways must be found therefore to lighten the burden which society now compels the workers to bear alone as the price of industrial progress.

The following methods are now being used by some concerns and deserve to be much more widely copied: (1) Technological changes are planned especially with a view to minimizing the resulting displacement of labor; improvements are introduced gradually instead of in revolutionary fashion and are especially furthered during periods of prosperity. (2) When it is necessary to reduce the working force because of technical changes, such reduction is effected by not replacing normal losses due to death, superannuation, separation, etc., rather than through outright dismissal. This is the policy followed by the Baltimore & Ohio Railroad. (3) A dismissal wage is paid to those who are dropped because of technical and administrative changes. This is done by John A. Manning Company, the Delaware & Hudson Railroad, and has been paid under certain circumstances by Hart, Schaffner & Marx, and the United States Rubber Company. While these dismissal-wage payments should be adequate in amount, they need be paid only in cases of dismissal for lack of work.

In addition, society can and should provide at least three other services which will help ease the worker's transition from declining to expanding industries: (a) Competent and impartial agencies, preferably governmental, should issue from time to time forecasts of those industries where, because of impending technical changes and an inelastic demand for the commodity, a decline in the number of workers is imminent. Such information, judiciously distributed, would restrain many young

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

people from entering industries on the downward trend, and would lead others to leave them as opportunities arose elsewhere. (b) Displaced workers should be re-educated for work in other lines and especially for such occupations as they may be fitted for in the expanding industries. (c) An adequate system of public employment offices to facilitate finding work for those displaced [see page 253 of this issue].

IX. Public Employment Offices and Chronic Unemployment

LOGICALLY, an all-inclusive state employment service, by pooling the labor reserves, should diminish the idle surpluses which tend to be retained by individual firms and industries. An employment service could thus help decasualize many workers and diminish unemployment. By centralizing applications for men and for work, it could also reduce time lost by workers between jobs. It would free workers from high fees charged by private agencies and would tend to remove the frequent abuse of splitting such fees between foremen and agencies, a practice which induces arbitrary firing. It would, moreover, give supplementary services to groups such as juveniles, women, and the other employes who would otherwise be inadequately aided.

The New York labor market is now broader than the confines of the state itself. Our business establishments draw workers from all parts of the Atlantic Seaboard and from other regions of the country as well. Our workers in turn frequently seek work in other states. There is need, therefore, of a vigorous and effective federated system of state employment offices which will manage interstate clearances of labor and which will promote efficient employment work in other states. This is the type of system contemplated in the bill introduced in Congress by Senator Wagner of this state, which, having passed the Senate, is now before the House of Representatives.

We believe that a substantial improvement in the condition of the unemployed would be effected if instead of the present chaotic and ill-supervised way in which private employment agencies are licensed by the municipalities, a centralized system of state licensing and inspection were substituted.

X. Stabilization of Wage-Earners' Incomes During Periods of Depression

WE must face the fact that despite the efforts to minimize it some unemployment will continue. How then may these workers and their dependents be protected against the hardships and uncertainties of these periods? Society cannot rest until it has satisfactorily answered this question. Charity, while necessary at present, should not be the final method by which the worst effects of unemployment are alleviated. Charitable relief is often inadequate in amount and carries with it a sense of degradation which causes large groups to suffer greatly before they will ask for aid.

Several courageous plans have been launched by employers and workers to meet this problem. In the clothing and fur trades of New York City, employers and employes have set up joint insurance funds which give relief to the most needy unemployed. A similar fund has been established in the men's clothing industry of Rochester and New York. In the last few months the General Electric Company under the leadership of its president, Mr. Gerard Swope, has initiated a comprehensive plan which has been adopted by virtually all of the constituent works of the company [see page 245 of this issue].

Such attempts as these to protect workers and their families against one of the greatest causes of misery in modern times, are worthy of all praise. They should be studied by private industry and by labor, and in one form or another, whether as dismissal wages or insurance against unemployment should be widely copied. Such payments are not doles nor are they merely palliatives. In the first place, they extend to labor the same type of financial protection against depressions and bad years which many well-managed companies can now give to their stockholders. Such systems will also help stabilize industry itself. The very fact that workers (*Continued on page 294*)

Modernizing MRS. WISHINSKI

Mrs. Wishinski learned her housekeeping in the old country. She'd like to achieve American standards of cleanliness and she works hard trying. But her old country methods just won't do the job.

Modernize Mrs. Wishinski s housekeeping, and you help her to greater cleanliness. One way is to suggest Fels-Naptha Soap. For Fels-Naptha brings the *extra* help of plenty of naptha combined with good golden soap. Working together, this sturdy pair loosens dirt without hard rubbing. Mrs. Wishinski assuredly can use this *extra* help for washing or cleaning—and she'll get it even in cool water. An important feature when hot water is scarce.

Write Fels & Company, Philadelphia, Pa., for a sample bar of Fels-Naptha, mentioning the Survey Graphic.

THE GOLDEN BAR WITH THE CLEAN NAPTHA ODOR

FELS-NAPTHA

"MODERN HOME EQUIPMENT"

Our new booklet is a carefully selected list of the practical equipment needed in an average-sized home. It is invaluable, alike to new and to experienced housekeepers — already in its eleventh edition. It considers in turn the kitchen, pantry, dining room, general cleaning equipment and the laundry, and gives the price of each article mentioned.

Ask for Booklet S—it will be sent postpaid.

LEWIS & CONGER

45th Street and Sixth Avenue, New York City

THE BRICK ROW BOOK SHOP, INC.

42 East 50th St., New York

Appeals to the Book-lover, carrying as it does a large stock of second-hand books in all departments of literature. It is always happy to quote, and will endeavour to secure for its customers "out-of-print books".

In the past year it has furnished books to The Library of Congress, Harvard, Yale, Princeton, New York Public Library, as well as to a number of others.

It will send its Catalogue No. 35, and its occasional "List of Recommended Books" upon request.

Telephone Wickersham 8060

SPEAKERS: We assist in preparing special articles, papers, speeches, debates. Expert scholarly service. Author's Research Bureau. 516 Fifth Avenue, New York.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

THE MODERN FAMILY AS A CHARACTER BUILDING AGENCY

is the theme of the

DECEMBER issue of

RELIGIOUS EDUCATION

A Journal Devoted to the Development of Character through the Family, the Church, the School and Other Community Agencies.

In this number some of the foremost students in the country write on the problems of the family. The December issue will contain the following articles:

FAMILY STABILITY—John E. Anderson and Marion L. Faegre, University of Minnesota.

THE USE OF THE RADIO FOR THE DEVELOPMENT OF CHARACTER—Jessie A. Charters, University of Ohio.

PROBLEMS OF THE FAMILY AND SEX RELATIONS—Robert E. Dexter, American Unitarian Association.

NEW APPROACHES TO RELIGIOUS EDUCATION IN THE FAMILY—Sophia L. Fahs, Union Theological Seminary.

MORAL AND RELIGIOUS TRAINING IN THE MODERN JEWISH FAMILY — Emanuel Gamoran, Union of American Hebrew Congregations.

RELATION OF THE FAMILY TO THE CHURCH IN LIGHT OF SOCIAL CHANGES—Phillips E. Osgood, St. Mark's Church, Minneapolis.

FACTORS INVOLVED IN SUCCESSFUL FAMILIES—Chase Going Woodhouse, North Carolina College for Women.

$5.00 (10 issues)

Write for further information.

THE RELIGIOUS EDUCATION ASSOCIATION

59 East Van Buren Street, Chicago, Illinois

(*Continued from page* 293) will have incomes which they otherwise would not receive will give them increased purchasing power in depression periods. If the success in accident prevention following adoption of the compensation law is a criterion of what will happen when unemployment is made a direct expense to industry as it is made in the General Electric Company, there will be added incentive to reduce it and industry will turn with increased vigor to those regulatory devices which are designed to lessen seasonal fluctuations.

If reasonable stabilization of the wage-earners' incomes can be affected by voluntary action of employers and employes for the majority of the workers, a great boon will result in the state. Perhaps some form of voluntary unemployment insurance can be devised and paid for by employers and workers analogous to group health and life insurance now so extensively supplied by insurance concerns. If management does not bend itself to this task of stabilizing income, however, then it seems inevitable that the state will by its own initiative seek relief for the evils of unemployment as they affect the worker. We are aware that American opinion is by no means settled on the wisdom of such elaborate systems of unemployment insurance as have been adopted in England and European continental countries. It fears addition to the already extensive bureaucracies; it hesitates to dampen effort to sustain business activity and to discourage the provision by individual workers for bad times out of savings made when times are good. On the other hand, the public conscience is not comfortable when good men anxious to work are unable to find employment to support themselves and their families.

The subject needs patient, full, and fair-minded investigations. There needs to be much public discussion of the matter in the light not of prejudice nor misunderstanding nor arbitrary solutions, but of scientific inquiry and a complete searching of the facts and analyses of possible plans.

You will best know how to secure wide and thorough inquiry so as to ascertain what is most suitable for this state. The Committee has had impressed upon it the necessity of securing, if possible, the joint consideration of the question by the leading industrial states to the end that such solutions as may seem desirable may be designed to meet the needs of the principal industrial sections of the country. The problem is one that is wider than the borders of the state and should, we think, be approached with that fact in mind.

Summary and Recommendations

WE therefore recommend:

(1) A serious and determined effort by management to lessen seasonal fluctuations in production and in employment through well-tested methods of regularization. Trade associations, chambers of commerce, and the state should facilitate this by supplying information and a staff which will help private enterprises to reduce seasonality. It would be desirable for the State Department of Labor to have one or more competent production engineers or experienced business men whose services could similarly be placed at the disposal of the smaller firms who wish to stabilize but who do not have a sufficiently specialized managerial staff to work out the method of doing so. In the selection of these experts, the advice of professional associations of engineers and of managers should be followed.

(2) Management should take all possible steps to lessen the temporary unemployment which may be caused by technical and policy changes. Dismissal wages should be paid to those displaced because of impersonal forces rather than personal fault.

(3) Increased appropriations should be provided for the state employment service and the fullest efforts made to get the working cooperation of employers and labor in all cities where offices exist. As these offices increase in strength, an earnest effort should be made to decasualize industry by eliminating the surplus labor reserves. State licensing and inspection of private employment agencies should be substituted for municipal supervision.

(4) Communities should organize committees to consider the problem of local unemployment. These groups can be of service in promoting the movement for regularization, in im-

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

proving the local employment offices, in helping frame a public-works policy, and in stimulating community action to relieve distress and to consider remedies.

(5) There should be set up a state planning board to help frame a long-time program of public works for the state and municipal governments and to accelerate work on this program during periods of business depression.

(6) Sharing of slack time among workers during periods of depression to the fullest degree possible rather than dismissing a portion of the employes entirely from work is a desirable practice.

(7) Adoption by industry of insurance plans which will help to stabilize the wage-earners' incomes during periods of unemployment. Full and impartial investigation of this question by a properly constituted national body to determine what can be done to supplement efforts of private industrialists and workers to protect the working people of the nation against the effects of unemployment too great for individual resources to offset.

OUT OF THE HOUSE OF MAGIC

(*Continued from page* 252)

and men has been possible mainly because of the unusual proportion of long-service men in the working force. Racially, the group is made up of men and women of American stock with a large mixture of Italians and Poles. The Quarter Century Club, whose members have a service record of twenty-five years or more, has over fourteen hundred on its rolls. There is a much larger group with a ten- to twenty-five-year service record. More than any other single factor it is, perhaps, this stable core of men and women who have been with the company so long they feel they have a stake in the enterprise that makes it possible for management and men to work together as smoothly as they do in the company-arranged set-up.

The unemployment-insurance scheme at Schenectady is, in a sense, an outgrowth of one of these cooperative enterprises, the Relief and Loan Association. This scheme originated in the works council, and a committee of the council presented it to Mr. Swope, who not only approved the plan, but himself suggested the company's participation in it. Under this plan a fund was maintained through contributions of fifty cents a month from each participating employe, matched by an equal amount from the company. In case of need, direct relief was given to the family of a company pensioner. To cover ordinary emergencies, principally illness and unemployment, the trustees of the fund made loans up to $200, to be repaid in instalments, without interest. This plan has been merged with the unemployment-insurance scheme. Under the provisions of the new plan, amounts up to 3 per cent of the total fund may be disbursed by the administrators as relief, and 27 per cent as a loan fund, on the same terms as under the older set-up.

Hundreds of Schenectady workers have been using their savings to cover "short time" instead of turning to Relief and Loan or the community agencies. Through the General Electric Securities Corporation, workers with six months' service may purchase 6 per cent debenture bonds from the company up to a total of $500 a year. They receive 2 per cent additional interest so long as they remain in the company's employ, a frequent provision in such plans and an important one from the employer's viewpoint, in that it makes it profitable to the worker to "stick to the company." A good many wage-earners have a backlog of several thousand dollars in these bonds, which all local banks accept as collateral. The total amount invested in this way by the General Electric employes amounted to approximately thirty-eight million dollars on December 31, 1929. Another cooperative undertaking, carried out by management and employes of the General Electric, is the Mutual Benefit Association which provides death benefits and sickness insurance. The General Electric also has an old-age pension plan.

The working force at Schenectady is a relatively skilled one. About half the employes are classified as unskilled. The rest are semi-skilled, skilled and highly skilled, with a comparatively large proportion in the last category. The only extensive mass-production unit in the works, (*Continued on page* 299)

Christmas is a happy time

COME DOWN to Chalfonte-Haddon Hall for Christmas. Here Christmas is a happy adventure that lasts all day long. It is full of delightful surprises for everybody. Carols in the morning. Filled stockings on the doorknob. A family turkey. Wreaths. Garlands. Here is all the charm of a Christmas at home, all the gaiety, all the comfort and friendliness . . . without the trouble and the attendant exhaustion. In addition, there is the beauty of the sea, the crispness of the air, the brilliance of the winter sun . . . and the Boardwalk by night! . . . a veritable Christmas Fairyland. Write for information. Garage.

American and European Plans

Chalfonte-Haddon Hall

ATLANTIC CITY

LEEDS AND LIPPINCOTT COMPANY

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Traveler's Notebook

A Month in the Most Interesting Fifty Miles Square in America

$450.00—All Expenses

People who have had the New Mexico experience never forget it. The wonderful climate, the scenic grandeur, the fascinating old-world settlements, the prehistoric and modern Indian life—all combine to create a vacation flavor to be found nowhere else.

Now you can at the heart of it, comfortably and delightfully, in one month at one all-inclusive low cost. You make your headquarters at Hacienda de Los Cerros, an old Spanish home on the edge of Santa Fe. You have a comfortable room with a private bath and excellent meals. You have a horse and guide for rides in the million acre Santa Fe National Forest. You ramble at leisure through the churches, museums, quaint shops and artist colony of Santa Fe itself. You go in Pierce Arrow or Lincoln cars to the Indian pueblos of Tesuque, Santa Clara, San Juan, San Ildefonso, Taos, Santa Domingo Cochiti and Ilstea; to the old Spanish settlements of Santa Cruz, Chimayo, Sanctuario, Truchas and Trampas; to the prehistoric ruins of Pecos, Puye and Frijoles—all with a competent chauffeur-guide.

You go home enriched, rejuvenated, and with strange tales to tell of a land most of your friends have not yet discovered.

For full details of this and additional trips by motor or pack train write

Edward H. Oakley,
Owner-Manager Los Cerros, Santa Fe, New Mexico

An ideal place for winter vacations

Western View Farm

NEW MILFORD, CONN.

83 miles from Columbus Circle ***Elevation 1,000 feet***

Hospitality that is unique. It brings back friends year after year. Eleventh season.

Riding Mountain climbing Winter sports
Or rest and and quiet if you want it. Interesting people.

Rates: $8 a day, $49 a week.

Telephone: New Milford 440.

FOR YOUR FRIENDS

Send copies of this number of Survey Graphic to your friends.

1	copy @	30c	each
4	copies	25c	"
10	"	20c	"
100	"	18c	"
500	"	15c	"

SURVEY GRAPHIC
112 E. 19th STREET
NEW YORK CITY

SUBSCRIBE HERE

The Survey—Twice a Month—$5.00 (including the Graphic)
Survey Graphic—Monthly—$3.00

Survey Associates, Inc., 112 East 19th St., New York

Name..... Address..... **12-1-30**

How It Began

WHAT with our Modern Tempers, Sinclair Lewises and Aldous Huxleys, it is positively refreshing to meet up with one of the younger generation who is sure—not that you must live today, for tomorrow?—but that there is much to be done, and immeasurable joy in doing.

There is contagion in the gusto with which John Rothschild tells the story of how he came to organize The Open Road—the eagerness with which he turns back the page to those stirring days of the Russian Revolution, the substitution of democracy for monarchy in many European countries, the vital changes taking place in our own social and economic life. The return to Harvard after the war, the sense of its restriction, the need of maintaining relations with the world of events, all gave impact to the organization of the Harvard Student Liberal Club, in which he and George D. Pratt, Jr., figured so prominently. During that period when prejudice soared, and any non-partisan discussion of the Soviet was patriotic heresy, one of their most daring escapades was a series of six lectures on different angles of Russia, by such men as Roustam Bek, military attaché of the Martens commission, Dr. Isaac Hourwich, its economic adviser, Walter Pettit, Alexander Zelenko of the Russian cooperative movement, and Baron Korff.

It is easy to understand why student groups the country over should have come to look to the Harvard Student Liberal Club for leadership and guidance; why it should have been the headquarters of an intercollegiate conference, with men like Dean Briggs, ex-President Eliot and Dr. MacCracken in attendance; and why this conference should have given rise to the National Student Forum—an intercollegiate clearing house, furnishing speakers and means of communication—with John Rothschild and George Pratt pioneering in its development.

By good chance Mr. Pratt was drawn into the European Student Relief conference in Turnov, Czechoslovakia—that memorable post-war gathering of students trying to solve their own pressing economic problems, and to meet the need of hordes of eastern Europeans who had descended on the central and western European universities. He caught the vitality of these men: no older than his Harvard colleagues, but infinitely more responsible in their attitude towards life. They had something to give to American students, he felt; and secured the funds to bring six—two Germans, a Czech, an Englishman, a Dane and a Dutchman—here to tour our colleges from coast to coast.

This adventure in international student relations; their own really intimate experience abroad in arranging for it—for they visited at private homes and were received by people deep in the work of their country; and the coming of the Student Third Cabin, which merely provided transportation—all helped to pave The Open Road—a cultural travel organization which develops and facilitates international contacts. Their underlying idea is that it is not worth while to travel unless you meet the people of the country. That was five years ago. Today it musters a staff of 28, half of whom are college graduates, and in 1929 it served 42 groups of travelers in Europe and Russia. Its academic tours have engaged the collaboration, among others, of President Henry Noble MacCracken, Ada L. Comstock, Livingston Farrand, Glenn Frank, Hamilton Holt,

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Arthur E. Morgan, Mary E. Woolley. Here we have a fine weapon for understanding and peace.

Seminar in the Caribbean

AWHILE back, the Committee on Cultural Relations with Latin America appeared in these columns in connection with its annual seminar in Mexico City. We have it on authority of the editor of Survey Graphic, who led one of the round tables last summer, that not only did that gathering bring together an amazing group of people up to their elbows in different fields of work, but that it was tremendously worth while in ventilating the individual and mutual problems of Mexico and the United States—to say nothing of the value of actually being in and catching the spirit of that stirring country.

When winter comes, there's always a warm welcome in the Caribbean. And those who can get away from February 14 to March 4 are twice blessed this year, for the Committee is holding its first annual seminar there at that time. The group will leave New York on the S. S. Caledonia, where shipboard sports, including a swimming pool, will be balanced with lectures and round table discussions under the wise leadership of Carleton Beals, Ernest Gruening, Samuel Guy Inman, E. C. Lindeman, Charles Thomson, et al. The program will be continued at Puerto Rico, Santo Domingo, Jamaica, Haiti and Cuba, and will permit of contacts with the leaders of these countries, as well as leisure for shopping and such. (Hubert C. Herring, director, 112 East 19 Street, New York.)

Bringing the World to the People

CHAIRMEN of entertainment committees and the like may find a welcome variant in the announcement of William B. Feakins, Inc., that they will furnish the educational films produced by Talking Picture Epics, Inc., and operators to show them at club, church, school and other organization meetings. The subjects, most of which are sponsored by the American Museum of Natural History, deal with science, travel, adventure and exploration, and are covered by people well up in these fields. Among their offerings are Mr. and Mrs. Gifford Pinchot and their son Giffy in South Seas, Across the World with Mr. and Mrs. Martin Johnson, Commanders Hugo Eckener and Charles E. Rosendahl in Around the World via Graf Zeppelin, Harold McCracken in God's Frozen Children, Dr. William Beebe and his findings in British Guiana and the Galapagos Islands in the Pacific, Emma Lindsay Squier in Mexico, Dr. Raymond L. Ditmars in The Fight to Live.

The I. M. C. in Geneva

THE International Missionary Council has instituted a Department of Social and Industrial Research and Counsel in Geneva, one of the principal functions of which will be that of clearing-house for information regarding social and economic conditions in different parts of the world; as well as to help apply that knowledge so as to raise the level of living in backward and undeveloped countries. The department is under the able direction of J. Merle Davis, formerly a missionary in Japan, and more recently general secretary of the Institute of Pacific Relations. Its headquarters are at 2 Rue de Montchoisy, where the Stockholm Institute of Social Christianity and the World's Alliance of the Y.M.C.A. also have their offices.

Help Wanted

THIS is an appeal for contributions (not financial!) to help this department achieve its aim of being both interesting and useful. Tidbits about distinguished foreign lecturers to hear, places to see, trips to take, congresses to attend, will be in order.

The STATLERS guarantee your satisfaction in *everything*

From the time you register at a Statler until you check out, your satisfaction is guaranteed—*in everything.*

You'll feel at home in your up-to-date, attractive room with its private bath, circulating ice water, soft, comfortable bed with an inner-spring hair mattress, bed-head reading lamp and full-length mirror.

You'll enjoy the extra comforts of radio reception in your room—and a morning paper under your door. You'll appreciate the excellence of the food—the variety of restaurants—and the cheerful service of the trained, courteous, helpful Statler employees.

And, in addition to the certainty of these "everyday" Statler conveniences, you'll find each member of the organization willing, and ready, to go to any lengths to please you—that your satisfaction *may be* guaranteed *in everything.*

Fixed, unchanging rates are posted in every Statler room.

HOTELS STATLER

BOSTON DETROIT
BUFFALO ST. LOUIS
CLEVELAND NEW YORK
[*Hotel Pennsylvania*]

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

EDUCATIONAL DIRECTORY
SCHOOLS AND COLLEGES

SCHOLARSHIP help is sometimes offered as a means of enabling persons of especial ability to train for the profession of social work. Information regarding such opportunities will be mailed upon request.

The New York School of Social Work
107 East Twenty-Second Street
New York

SMITH COLLEGE
SCHOOL FOR SOCIAL WORK

The Smith College for Social Work operates in two successive sessions separated by a period of nine months' supervised intensive field work, during which each student is assigned to some social agency and continues her theoretical work under the direction of the School. The School emphasizes the application of modern social psychiatry and the psychiatric point of view in the preparation for case work in psychopathic hospitals, general hospitals, child guidance and child habit clinics, schools, juvenile courts, and other fields of social work.

College graduates who hold a Bachelor's degree of an accredited institution are eligible for the degree of Master of Social Science upon fulfilling the requirements for graduation to the satisfaction of the staff.

A summer course of eight weeks is open to experienced social workers who wish to increase their theoretical knowledge, to study recent developments in the field of social work, and to obtain a fresh point of view in regard to problems of personality and possibility of individual adjustment through the application of psychiatry and mental hygiene.

For information and catalog address
THE DIRECTOR
College Hall 8 Northampton, Mass.

SIMMONS COLLEGE
SCHOOL OF SOCIAL WORK

Professional Training In

Medical Social Work
Psychiatric Social Work
Family Welfare
Child Welfare
Community Work

Leading to the degree of B.S. and M.S.

Address
THE DIRECTOR
18 Somerset Street Boston, Massachusetts

FRANCE

Chateau de Bures

par Villennes, Seine et Oise
17 MILES FROM PARIS, FRANCE

Country Boarding School
To Prepare Boys for American Colleges
30 Acres. Own Farm. New Dormitories with outdoor sleeping porches. Gymnasium, Athletic Fields. Modern, Progressive Methods. Music, Art, Sciences. French, English, and American Masters.
Address **Edwin Cornell Zavitz, Headmaster, Chateau de Bures, par Villennes, Seine-et-Oise, France**

HOME STUDY

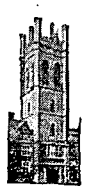
COLUMBIA UNIVERSITY

Offers a wide variety of subjects for Home Study under the personal instruction of members of the University teaching staff.

Write for our bulletin of information
Home Study Dept. SG, Columbia University, N. Y. C.

HOME STUDY

COLLEGE COURSES
AT HOME



Carry on your education. Develop power to initiate and achieve. Prepare for college. Earn credit toward a Bachelor degree or Teaching Certificates *by correspondence.* Select from 450 courses in 45 subjects including English, Mathematics, History, Education, Psychology, Economics, the Languages, etc. Write for catalog.

The University of Chicago
545 ELLIS HALL CHICAGO, ILL.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

(*Continued from page* 295) makes electric refrigerators and it engages only about 15 per cent of the total working force.

General Electric wage rates compare favorably with rates paid for the same class of work elsewhere in the community. For skilled workers, the top hiring rate at Schenectady is one dollar an hour. Exceptional craftsmen, like the German tool and die workers, who make photophones with as delicate accuracy as though they were making Swiss watches, are hired at higher rates. Piece rates often run higher than these hourly wages. Executives and workers at the plant, and townspeople as well, hold that General Electric wages for most classes of work are about 10 per cent over the prevailing rate in that area. Tool-makers, for example, have a starting rate of eighty-five cents an hour. Other firms pay seventy-five cents. Unskilled labor receives a starting wage of forty-five cents, as compared with thirty-five cents paid in the railroad yards.

But even with these higher wage levels, sickness and death benefits, old age pensions, and an elaborate thrift program, unemployment has continued to bear heavily, not only on General Electric employes, but on the communities where they make their homes. It is to lay by in prosperous times to cushion the weight of this sag in earnings, that the unemployment insurance plan has been worked out.

One of the Schenectady Chamber of Commerce officials pointed out to me that the General Electric plant rather overshadows the diversified industries of the community. Schenectady, which has a population of 100,000, now has, in addition to the G-E, the American Locomotive Works, which employ about five thousand men in normal times, and seven other enterprises employing from one hundred to six hundred workers each.

"But things here pretty much go up and down with the General Electric plant," he admitted. Many townspeople, he stated, are interested in the new unemployment insurance project.

When the employes have steady work and money to spend it helps us all. When there's a lot of the force laid off or on part time, the town notices it right away—the stores, the movies, the churches, the real estate people. It's surprising what a difference it makes.

Two merchants underscored this statement. The proprietor of a men's clothing store said:

I do a cash business, and a lot of my customers are G-E employes. I feel it right away when a big lay-off comes along, or when the men begin to feel that one is coming. I have heard a good deal of talk, of course, about the unemployment pensions they are starting. Some people think it ought to begin right away, with times the way they are. Some think what the men will get out of it will be too small to make much difference to the town—it won't buy the necessities, a good many believe. For one, I'm glad they are trying something of the sort. You can't tell me a man getting fifteen or twenty dollars a week isn't better fixed than a man getting nothing!

A grocer said:

Most of my customers are G-E employes. They're a high-class lot of people. When they have the money, they pay their bills. But they are having a hard time just now. I am beginning to feel it myself. You would be surprised if I let you go over my books, to see the size of some of the bills I am carrying. But when a man's out of work or on short time, you can't press him and you can hardly refuse to sell to him.

The grocer knew little about the unemployment benefit scheme, but he said:

Naturally, I'm interested in anything that will give G-E employes steadier wages. My business depends on their ability to buy. This plan sounds pretty fair. If it doesn't work well the way they have doped it out now, I'm inclined to think they will tinker it up till it does. They're great ones for making things work, out there at the plant, once they set about it.

The General Electric plan for unemployment insurance is frankly drawn to meet General Electric conditions. Mr. Swope has frequently pointed out, in press interviews, that the plan is experimental and that it is unlikely that its details would fit other industrial situations with any exactness. But in its underlying principle and in the way in which it is being developed, the General Electric scheme is important to employers and employes everywhere, to industrial communities, to all of us who feel from time to time, as (*Continued on page* 301)

The University of Chicago

The Graduate School of Social Service Administration

Winter Quarter begins January 2

Spring Quarter begins March 30

Summer Quarter 1931

First Term June 22–July 29
Second Term July 30–September 4

Courses leading to the degree of A.M. and Ph.D.

Qualified undergraduate students admitted as candidates for the Ph.B. degree

Announcements on request

Social Work as a Profession

is becoming increasingly important and recognized.

Some other professions may be financially more remunerative, but none offers greater returns in terms of intrinsic interest, social usefulness and stimulating contacts.

The Training School for Jewish Social Work

offers a course of graduate study in Family Case Work, Child Care, Community Centers and Community Organization.

Scholarships and Fellowships ranging from $150 to $1000 are available for especially qualified students.

For full information, address M. J. Karpf, Director.

The Training School **For Jewish Social Work**

(*A graduate school*)

67-71 W. 47th St., New York City

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

DIRECTORY OF SOCIAL AGENCIES

Health

AMERICAN CHILD HEALTH ASSOCIATION—370 Seventh Ave., New York. Herbert Hoover, Honorary President; Philip Van Ingen, M.D., Secretary; S. J. Crumbine, M.D., General Executive. Objects: Sound promotion of child health, especially in co-operation with the official health and education agencies.

AMERICAN FEDERATION OF ORGANIZATIONS FOR THE HARD OF HEARING, INC.— Promotes the cause of the hard of hearing; assists in forming organizations. Pres., Harvey Fletcher, Ph.D., New York City; Executive Secretary, Betty C. Wright, 1537—35th St., N.W., Washington, D. C.

AMERICAN BIRTH CONTROL LEAGUE, INC.— Mrs. F. Robertson Jones, President, 152 Madison Avenue, New York City. Purpose: To teach the need for birth control to prevent destitution, disease and social deterioration; to amend laws adverse to birth control; to render safe, reliable contraceptive information accessible to all married persons. Annual membership, $2.00 to $500.00. Birth Control Review (monthly), $2.00 per year.

AMERICAN SOCIAL HYGIENE ASSOCIATION—370 Seventh Ave., New York. To provide a better understanding of the social hygiene movement; to advance sound sex education, to combat prostitution and sex delinquency; to aid public authorities in the campaign against the venereal diseases; to advise in organization of state and local social-hygiene programs. Annual membership dues $2.00 including monthly journal.

THE NATIONAL COMMITTEE FOR MENTAL HYGIENE, INC.— Dr. William H. Welch, honorary president; Dr. Charles P. Emerson, president; Dr. Frankwood E. Williams, medical director; Dr. Clarence J. D'Alton, executive assistant; Clifford W. Beers, secretary; 370 Seventh Avenue, New York City. Pamphlets on mental hygiene, mental and nervous disorders, feebleminded-ness, epilepsy, inebrity, delinquency, and other mental problems in human behavior, education, industry, psychiatric social service, etc. "Mental Hygiene," quarterly, $3.00 a year; "Mental Hygiene Bulletin" monthly, $1.00 a year.

NATIONAL SOCIETY FOR THE PREVENTION OF BLINDNESS— Lewis H. Carris, Managing Director; Mrs. Winifred Hathaway, Associate Director; B. Franklin Royer, M.D., Medical Director; Eleanor P. Brown, Secretary, 370 Seventh Avenue, New York. Studies scientific advances in medical and pedagogical knowledge and disseminates practical information as to ways of preventing blindness and conserving sight. Literature, exhibits, lantern slides, lectures, charts and co-operation in sight-saving projects available on request.

Community Chests

ASSOCIATION OF COMMUNITY CHESTS AND COUNCILS — 1815 Graybar Building, 43rd Street and Lexington Avenue, New York City. Allen T. Burns, Executive Director.

Health

NATIONAL HEALTH CIRCLE FOR COLORED PEOPLE, Inc.— 370 Seventh Avenue, New York City. Col. Theodore Roosevelt, Honorary President; Dr. Jesse E. Mooreland, Pres.; Dr. George C. Booth, Treasurer; Miss Belle Davis, Executive Secretary.

To organize public opinion and support for health work among colored people.
To create and stimulate health consciousness and responsibility among the colored people in their own health problems.
To recruit, help educate and place young colored women in public health work.
Work supported by membership and voluntary contributions.

Child Welfare

ASSOCIATED GUIDANCE BUREAU, INC.— One East Fifty-Third Street, New York, Telephone: Plaza 9512. A non-sectarian non-philanthropic child guidance bureau, employing highest social work standards. Work includes consultation and home service with behavior maladjustments of children, adolescents, and young adults. For information address Jess Perlman, Director.

THE BOY CONSERVATION BUREAU— 101 W. 31st Street. Suggests all-the-year-round Home Schools for needy boys. Tel. Lackawanna 6526. E. W. Watkins, Ex. Sec'y.

THE INTERNATIONAL SOCIETY FOR CRIPPLED CHILDREN, Inc.—An Association of agencies interested in the solution of the problem of the cripple. Edgar F. Allen, Pres.; Harry H. Howett, Sec., Elyria, Ohio.

THE NATIONAL CHILDREN'S HOME AND WELFARE ASSOCIATION is a federation of pioneer state wide children's home finding organizations. C. V. Williams, Sec., 203 N. Wabash Ave., Chicago.

NATIONAL CHILD LABOR COMMITTEE— Wiley H. Swift, acting general secretary, 215 Fourth Avenue, New York. To improve child labor legislation; to conduct investigation in local communities; to advise on administration; to furnish information. Annual membership, $2, $5, $10, $25 and $100 includes monthly publication. "The American Child."

NATIONAL FEDERATION OF DAY NURSERIES, INC.—Mrs. Hermann M. Biggs, President; Miss Mary F. Bogue, Ex. Dir., 244 Madison Ave., N. Y. C. Purpose to disseminate knowledge of best practice and to promote standards in day nurseries.

Education

WORKER'S EDUCATION BUREAU OF AMERICA— A cooperative Educational Agency for the promotion of Adult Education among Industrial Workers. 1440 Broadway, New York City, Spencer Miller, Jr., Secretary.

Religious Organizations

COUNCIL OF WOMEN FOR HOME MISSIONS— 105 East 22nd St., New York. Composed of the national women's home mission boards of the United States and Canada. Purpose: To unify effort by consultation and cooperation in action and to represent Protestant church women in such national movements as they desire to promote interdenominationally.

Florence E. Quinlan, Executive Secretary.
Religious Work for Indian Schols, Helen M. Brickman, Director.
Migrant Work, Edith E. Lowry, Secretary.
Adela J. Ballard, Western Supervisor.
Womens interdenominational groups — state and local—are promoted.

MARQUETTE LEAGUE FOR CATHOLIC INDIAN MISSIONS— 105 E. 22nd St., N.Y.C., Room. 423. (Collecting agency for the support of American Catholic Indian Missions.) Officers: Hon. Alfred J. Talley, Pres.; Henry Heide, 1st Vice-Pres.; Charles A. Webber, 2nd Vice Pres.; Victor F. Ridder, Treas.; Rev. Wm. Flynn, Sec'y General.

NATIONAL BOARD OF THE YOUNG WOMEN'S CHRISTIAN ASSOCIATIONS— Mrs. Robert E. Speer, president; Miss Anna V. Rice, General Secretary; Miss Emma Hirth, Miss Helen A. Davis, Associate Secretaries; 600 Lexington Avenue, New York City. This organization maintains a staff of executive and traveling secretaries for advisory work in the United States in 1,034 local Y.W.C.A.'s on behalf of the industrial, business, student, foreign born, Indian, colored and younger girls. It has 103 American secretaries at work in 16 centers in the Orient, Latin America and Europe.

THE NATIONAL COUNCIL OF THE YOUNG MEN'S CHRISTIAN ASSOCIATIONS OF THE UNITED STATES— 347 Madison Avenue, New York City. Composed of 360 business and professional men representing 1,500 local Associations. Maintains a staff of 135 secretaries serving in the United States and 142 secretaries at work in 32 foreign countries. Francis S. Harmon, President; Adrian Lyon, Chairman General Board; Fred W. Ramsey, General Secretary.

William E. Speers, Chairman Home Division. R. E. Tulloss, Chairman Personnel Division. Thomas W. Graham, Chairman Student Division. Wilfred W. Fry, Chairman Foreign Committee.

National Conference

NATIONAL CONFERENCE OF SOCIAL WORK— Richard C. Cabot, president, Boston; Howard R. Knight, secretary, 277 E. Long St., Columbus, Ohio. The Conference is an organization to discuss the principles of humanitarian effort and to increase the efficiency of social service agencies. Each year it holds an annual meeting, publishes in permanent form the Proceedings of the meeting, and issues a quarterly Bulletin. The fifty-eighth annual convention of the Conference will be held in Minneapolis, June 14-20, 1931. Proceedings are sent free of charge to all members upon payment of a membership fee of five dollars.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

DIRECTORY OF SOCIAL AGENCIES

Foundations

AMERICAN FOUNDATION FOR THE BLIND, INC.—125 East 46th Street, New York. Promotes the creation of new agencies for the blind and assists established organizations to expand their activities. Conducts studies in such fields as education, employment and relief of the blind. Supported by voluntary contributions. M. C. Migel, President; Robert B. Irwin, Executive Director; Charles B. Hayes, Field Director.

RUSSELL SAGE FOUNDATION— For the Improvement of Living Conditions—John M. Glenn dir.; 130 E. 22nd St., New York. Departments: Charity Organization, Delinquency and Penology, Industrial Studies, Library, Recreation, Remedial Loans, Statistics, Surveys and Exhibits. The publications of the Russell Sage Foundation offer to the public in practical and inexpensive form some of the most important results of its work. Catalogue sent upon request.

Aid for Travelers

NATIONAL ASSOCIATION OF TRAVELERS AID SOCIETIES—25 West 43rd Street, New York. J. Rogers Flannery, President; Sherrard Ewing, General Director; Miss Bertha McCall, Assistant Director. Represents co-operative efforts of member Societies in extending chain of service points and in improving standards of work. Supported by Societies, supplemented by gifts from interested individuals.

Home Economics

AMERICAN HOME ECONOMICS ASSOCIATION— Alice L. Edwards, executive secretary, 620 Mills Bldg., Washington, D. C. Organized for betterment of conditions in home, school, institution and community. Publishes monthly Journal of Home Economics; office of editor, 620 Mills Bldg., Washington, D. C.; of business manager, 101 East 20th St., Baltimore, Md.

Recreation

NATIONAL RECREATION ASSOCIATION— 315 Fourth Ave., New York City, Joseph Lee, president; H. S. Braucher, secretary. To bring to every boy and girl and citizen of America an adequate opportunity for wholesome, happy play and recreation. Playgrounds, community centers, swimming pools, athletics, music, drama, camping, home play, are all means to this end.

Racial Adjustment

NATIONAL URBAN LEAGUE—For social service among Negroes. L. Hollingsworth Wood, pres.; Eugene Kinckle Jones, exec. sec'y; 17 Madison Ave., New York. Establishes committees of white and colored people to work out community problems. Trains Negro social workers. Publishes "Opportunity"—a "journal of Negro life."

(*Continued from page* 299) we are feeling today, the effects of sharp peaks and valleys in work and in wages. For here is a great industry which accepts a measure of responsibility for the regular income of its workers as well as of its stockholders. Here is a large-scale use of management's leadership and skill to solve a problem in human relations. And here is a plan under which employers and employes are going to experiment together, not, primarily, to raise production or cut costs or increase efficiency—though these may be by-products—but to deal realistically with the menace of unemployment, and to give the wage-earner and his family some measure of income security. Not even the House of Magic itself has record of a more imaginative or a more rewarding experiment.

THE COMMUNITY THAT OSBORNE BUILT

(*Continued from page* 270)

Executive Board; the Executive Board was, in turn, removable by the Board of Delegates, and the delegates themselves were not only subject to recall by their constituents, but subject to removal by the governing body of the prison. The whole machinery of the government had to stand the test of popular approval at regular elections.

Such machinery as this is, after all, very simple. It had, and must have, the consent and approval of the men. It must, beyond any suspicion of a doubt, be above-board and honest. There must be no interference in the choice of delegates or in the selection of the executive and administrative agencies. Differences of opinion between the warden and the community must be thrashed out in the open. The warden must accept the judgment of the men. He may, and Osborne did, hold the men to high standards by insisting that the men must select inmates whom they trusted, but at the same time inmates whom he could trust.

The Executive Board of nine prisoners became the real power of government. We have already indicated that this board appointed the sergeant-at-arms. That was perhaps its most important function. It also appointed all committees and designated their chairmen. It received the reports of these committees, removed and replaced members upon them. It ordered and supervised special elections in the different shops. It acted upon recalls.

Next in importance to the Executive Board came the courts, which proved most important because they directly determined the nature of the cases that were to be disciplined and the form that discipline was to assume, and the basic problem of a prison—beyond and above all others—is that of discipline.

In Sing Sing the inmate court was composed of five judges, appointed by the Executive Board for five months each. There is at least one case of a prisoner who resigned soon after his appointment saying, "After forty-seven years of being judged I cannot judge others and order them punished." To this court, which met every afternoon after work, were brought all cases of breach of discipline. The court met in the chapel and was open to the public; that is, to the prison community and to visitors from the outside. The cases were prepared in advance and the sergeant-at-arms brought the defendants and the witnesses before the bar. There were no lawyers, no prosecuting attorneys, no legal formula, and no precedents. The plaintiff—either a guard, but frequently a delegate, or a sergeant, or a prisoner—would state his case. The defendant would then be asked for his side and examined. The witnesses would be examined by the judges. Everything was direct, simple, and to the point. One day a judge from Brooklyn, after watching the proceedings of the Sing Sing courts, remarked to one of the inmates: "I was very much interested to notice that apparently you have no code of law and no rules of procedure." The prisoner replied: "No, your honor. In this court we try to manage things by common sense."

The decision of the court was subject to appeal, which might be made by the state, i. e., the warden's representative, the community, through the sergeant who was compelled to maintain the dignity of his position, the accuser, the defendant, any one of the witnesses, or even by a spectator. Any one who felt that justice had not been done was free to appeal the case to the warden's court, which was composed of the warden, the principal keeper, and the doctor. This, like the inmate court, was held in the chapel, and was open to the public. There were always from two to three hundred men present during the court sessions. As one prisoner remarked, "It is the best show in town."

When appealed, the cases served many useful purposes. Appeal gave the culprit a sense that he had had a fair trial. It compelled the judges to defend their decision in public before the warden and before the community on grounds that would appeal to both; the interests of the warden and the prison community thus united against the law-breaker. It gave the warden an opportunity to know what was going on and to lay down fundamental rules of policy which should govern not only the prisoners but the law-enforcing machinery. It compelled the warden to behave in a manner which the prison community would recognize as just and fair and it removed the warden from being the direct source (*Continued on page* 303)

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

CLASSIFIED ADVERTISEMENTS

Rates: Display: 30 cents a line. 14 agate lines to the inch. Want advertisements eight cents per word or initial, including address or box number. Minimum charge, first insertion, $1.50. Cash with orders. Discounts: 5% on three insertions; 10% on six insertions. Address Advertising Department

TEL: ALGONQUIN 7490 **THE SURVEY** 112 EAST 19th STREET NEW YORK CITY

WORKERS WANTED

WANTED: Family Case Worker with training and experience Eastern Pennsylvania family society. Give references and other data upon application. 6788 SURVEY.

WANTED: Man to do community organization in rural counties of Florida. Must have case work experience and some technical training in a school of social work. Address: State Board of Public Welfare, Box 477, Tallahassee.

GRADUATE REGISTERED NURSES, dieticians, laboratory technicians for excellent positions everywhere. Write for application blank. Aznoe's Central Registry for Nurses. 30 North Michigan, Chicago, Illinois.

WANTED immediately, field worker for Jewish Big Brother work in New York. 6793 SURVEY.

Do You Need

Institution Executives
Superintendents
Housekeepers
Matrons
Domestic Help
Nurses
Physicians
Teachers
Tutors
Personnel Managers
Industrial Welfare Workers
Recreation Workers
Boys' Club Workers
Girls' Club Workers
Social Case Workers
Office Executives

An ad in the Survey's classified department will bring results. Rates: 8c a word, minimum charge $1.50 an insertion.

THE SURVEY
112 E. 19 St. New York

SITUATIONS WANTED

ELI KOGOS,

Since 1925 Community Worker Dorchester Jewish Welfare Center wishes an executive position in which

Education —Boston University
Harvard
Training —Federated Jewish Charities
Boston, Mass.
Experience—Recreational Activities
Community Organization
Camp Director
Publicity

initiative, pleasant personality, ingenuity and resourcefulness can be utilized. References

585 Norfolk Street, Mattapan, Mass.

MAN with 18 years experience in positions of supervision. Nine years as superintendent in last position. Desires position as Superintendent in institutional field. Best references. 6783 SURVEY.

HOUSEKEEPER, DIETITIAN, wants position, preferably with Children's Institution in the country. 6784 SURVEY.

MAN, executive ability, married, college graduate, thirty years experience Boys work including three years Physical Instructor Boys Reformatory and five years Big Brother work, desires executive position Boys work, institution, club or Big Brother. 6787 SURVEY.

EXPERIENCED EXECUTIVE AVAILABLE Directorship of small Federation, large Community Center, or assistant executive position with larger Federation desired. Highest references. Write 6789 SURVEY.

COLLEGE GRADUATE wants position as mother's helper and tutor to children in or near New York. 6790 SURVEY.

SOCIAL WORKER (Catholic) desires position. College graduate. Two years' experience in office work. References on application. 6791 SURVEY.

HOUSEKEEPER or MATRON with experience in Glasgow, Scotland hospital. Present employer in New Jersey closing house. Complete references. 6796 SURVEY.

EMPLOYERS IN NEED

of qualified

Executive Secretaries
Club & Recreation Leaders
Psychiatric Social Workers
Public Health Nurses
Church Secretaries
Institutional Personnel
Teachers, Nurses & Dietitians
Superintendents
Physicians
Hospital Executives

Will find in Miss Gertrude D. Holmes of the Social Service Division of the Executive Service Corporation, an efficient and understanding co-operator in filling vacancies on their staff.

Ring Ashland 6000 or write to Miss Holmes at

EXECUTIVE SERVICE CORPORATION
William D. Camp, President
100 East Forty-second Street New York, N. Y.

The Collegiate Service Inc.

Occupational Bureau for College Women

11 East 44th Street
New York City

Social Work Dept. in charge of Pauline R. Strode, Ph.B. University of Chicago and graduate of Chicago School of Civics and Philanthropy

GERTRUDE R. STEIN, Inc.

VOCATIONAL SERVICE AGENCY
18 EAST 41ST STREET, NEW YORK
Lexington 2593

We are interested in placing those who have a professional attitude towards their work Executive secretaries, stenographers, case workers, hospital social service workers, settlement directors; research, immigration, psychiatric, personnel workers and others.

SITUATIONS WANTED

WANTED: Part time teaching Arts and Crafts all kinds. Specialize fine weaving. Near Art Centre. 6782 SURVEY.

PSYCHOLOGIST (young woman) M. A. degree plus special additional Graduate work; five years' experience in clinical and industrial psychology, including mental testing, job analysis, statistical work, and vocational guidance. Holds responsible position at present, but wishes position in New York City or environs. Excellent references. 6792 SURVEY.

PROFESSIONAL ARTIST, experienced teacher desires groups, young people and adults. Sculpture, painting, wood carving, block printing, poster, textile, etc. Amateurs, advanced students. Rapid results. 6795 SURVEY.

Advertise Your Wants in The Survey

MISCELLANEOUS

BELIEVING some men and women are burdened, anxious, needing help in meeting perplexing personal problems, retired physician offers friendly counsel. Nothing medical, no fees. 6794 SURVEY.

PAMPHLETS

RATES: 75c per actual line for 4 insertions

CANDY MAKING FOR PROFIT, by Alice Bradley, illus. folder describing home study course, "work sheet" formulas, sales plans, equipment, etc., for APPROVED Home-Made Candies; free with sample "work sheet". Am. Sch. of Economics, 5772 Drexel Ave., Chicago.

PERIODICALS

THE AMERICAN JOURNAL OF NURSING shows the part which trained nurses are taking in the betterment of the world. Put it in your library. $3.00 a year. 370 Seventh Ave., New York, N. Y.

MENTAL HYGIENE: quarterly: $3.00 a year; published by the National Committee for Mental Hygiene, 370 Seventh Avenue, New York.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

Social Case Workers

FAMILY and child welfare agencies in various parts of the country need social case workers, $1500–$1800. Other openings.

Booklet about our guidance and placement service will be sent upon request

Joint Vocational Service
(Agency)
130 EAST 22nd STREET
NEW YORK

MULTIGRAPHING
TYPEWRITING
PRINTING

MIMEOGRAPHING
ADDRESSING
MAILING

HOOVEN ACTUAL TYPED LETTER CO.
122 FIFTH AVENUE
NEW YORK CITY
(No connection with Hooven Letters, Inc.)
SERVICE 24 HOURS A DAY
Also complete Process, Multigraphing, Addressing, Signing and Mailing Dept's.
TEL. NO. CHELSEA 4237

GOOD-WILL is characteristic of the Christmas season and letters are instruments of good-will throughout the year.

QUICK SERVICE LETTER CO., Inc.
3 Park Place, New York
Telephone—Barclay 7-9633
A Direct Mail Advertising Agency Established in 1913
* * *
SALES CAMPAIGNS PLANNED AND WRITTEN
* * *
MULTIGRAPHING — MIMEOGRAPHING
ADDRESSING — FILLING-IN
COMPLETE MAILINGS

FOR SALE
DAMAGED BOOKS
40% *OFF REGULAR PRICE*
For Complete List of Books
write
THE SURVEY
Book Department
112 East 19th Street
New York, N. Y.

Better, Cheaper, Quicker
We have complete equipment and an expert staff to do your
Mimeographing
Multigraphing
Addressing
Mailing
If you will investigate you will find that we can do it better, quicker and *cheaper* than you can in your own office.
Let us estimate on your next job
Webster Letter Addressing & Mailing Company
34th Street at 8th Avenue
Medalion 1473

Highest Quality Work—Reasonable Rates—Prompt Delivery
ACTION LETTER SERVICE
25 West Broadway
Barclay 3096
Fac-Simile Letters — Perfect Filling-in — Mimeographing — Addressing — Mailing

(*Continued from page* 301) of discipline and turned the sense of grievance against the court and the inmates' police, instead of focusing it upon the warden. The importance of this can hardly be over-emphasized.

Sentence by the court involved suspension from the Mutual Welfare League for a greater or less period of time, depending on the nature of the charge. Suspension automatically removed the prisoner from the rights of citizenship within the prison community. That is, he was automatically deprived of all yard privileges. He could attend no shows, play no games, have no part in the free life of the community. When the members of his company went to work with their own elected delegates in charge, he was marched behind by a prison keeper. A keeper called for him after work and took him to his cell, to be locked up while his friends stayed out in the yard. After supper, when the men were attending the various activities that had developed, he was locked up in his cell. On Saturdays and Sundays when he could hear the shouts and yells from the yard where the men were watching a baseball game, he had to stay in his cell. Worst of all, he did not get the sympathy of his companions. Instead of being a hero as was the case in the old days, he had become a nuisance. They said: "What is the matter with him anyway—the fool?" One day a particularly rough gangster who had turned over a new leaf remarked to Osborne: "Say Warden, if every one in this place was like you and me wouldn't this be a wonderful place to live in?" The way of the transgressor is hard indeed when there is no sympathy for him from his friends.

At best the human material in prison is recalcitrant. The criminal career tends to shape human habit in unsocial grooves. The old penal system accepts the criminal as he is, attempts to suppress his activities while in prison, and then returns him to the world to carry on with his past equipment, plus such by-products in hate and callousness as have accrued from confinement. Measured by its achievements, the older disciplinary rule of the prison stands condemned. There is no evidence that any prison has succeeded in eliminating violence, in preventing escapes, in stopping the flow of narcotics, in suppressing immorality, which are the four major problems of prison administration. There is no honest survey of the American penal system but leads to the conclusion that these evils flourish in all of our prisons. No prison in the country has succeeded in stamping out its fights, its deadly assaults, its occasional murder, its more or less perennial riot and incendiary fire. Every man in prison dreams of the way to feedom, to life, and everywhere an occasional prisoner succeeds in making the dream come true. Every prison administration is forced to keep constant vigil against a flow of drugs that seeps in by a thousand different channels—fastened to the soles of new prisoners' shoes by strips of plaster, in hollowed-out bibles or the binding of books, in refilled tubes of tooth paste, under postage stamps, nailed to the bottom of trucks that deliver coal, thrown over the walls, sewed into the clothing of arriving prisoners, brought in by guards, and at least upon one occasion sold by the prison doctor. And every prison has its perverts.

Now Sing Sing, even under the new administration, as was shown by the cases that came before the inmate courts, had all of these difficulties to deal with. It is a matter of grave doubt whether it is possible for any penal system to entirely cleanse itself. Sing Sing had its fights, its assaults, its narcotic smuggling, its cases of sodomy. That is true as a matter of simple record. But while it is true (*Continued on page* 304)

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED

PROGRESSIVE ORGANIZATIONS

CIVIC, NATIONAL, INTERNATIONAL

AMERICAN FRIENDS SERVICE COMMITTEE—20 S. 12th Street, Philadelphia. Conducting Centers in Geneva, Paris, Vienna, Berlin, Moscow, London and Tokyo. Cooperating in medical service with Tagore's Ashram, Santiniketan. Furnishing volunteer workers for social organizations. Conducting nation wide peace education in America. Consult Executive Secretary, Clarence E. Pickett.

ART EXTENSION SOCIETY, INC.—The Art Center, 65 East 56th Street, New York City. Purpose,—to extend the interest in, and appreciation of, the Fine Arts, especially by means of prints, lantern slides, traveling exhibitions, circulating libraries, etc., etc.

COMMISSION ON INTERRACIAL COOPERATION—409 Palmer Bldg., Atlanta, Ga.; Will W. Alexander, Director. Seeks improvement of interracial attitudes and conditions through conference, cooperation, and popular education. Correspondence invited.

LEAGUE FOR INDUSTRIAL DEMOCRACY—Promotes a better understanding of problems of democracy in industry through its pamphlet, research and lecture services and organization of college and city groups. Executive Directors, Harry W. Laidler and Norman Thomas, 112 East 19 Street, New York City.

NATIONAL WOMEN'S TRADE UNION LEAGUE OF AMERICA—Mrs. Raymond Robins, honorary president; Miss Rose Schneiderman, president; Miss Elisabeth Christman, secretary-treasurer, Machinists Building, 9th and Mt. Vernon Place, N.W., Washington, D. C. Stands for self-government in the work shop through trade union organization; and for the enactment of industrial legislation. Official publication, Life and Labor Bulletin. Information given.

Pamplets and Periodicals

Inexpensive literature which, however important, does not warrant costly advertising, may be advertised to advantage in the Pamphlets and Periodicals column of Survey Graphic and Midmonthly.

RATES:—75c a line (actual) for four insertions.

(*Continued from page* 303) that the evils persisted, a revolutionary change had been effected in the methods of dealing with them. Under the old system the entire population was suppressed in an attempt to prevent the individual from breaking the rules. Under the new organization the individual was disciplined for his misbehavior without repressing the ordinary activities of the mass. Under the old system the entire population is subjected to a rigid control for the sake of preventing the least stable elements from breaking loose. Under the new system the individual was punished according to his deserts, without dehumanizing all of the convicts in the process.

A more significant change, however, was the machinery that had been developed in dealing with the individual evil-doer. Instead of making each case of discipline an incident in the conflict between prisoners and warden, the prison community took the burden of discipline into its own hands. In one case where three men in Sing Sing were found drunk the warden received a petition from eighteen prisoners to the effect that something drastic had better be done because the "enemies of the League were becoming too bold." As Osborne had said:

> Under the new system, a breach of the peace had become a violation of the prisoners' own rules, and they had become the law-enforcers. It was their duty to preserve order—to secure good discipline. As a consequence, public opinion in the prison no longer sympathized with the law-breaker; he was discredited, for he was endangering not only his own privileges but the privileges of the whole prison community. These criminals were actually learning obedience to law, by practicing it, and insisting that everyone should obey.

LADY DOCTOR OF THE HELDERBERGS

(*Continued from page* 265)

too. What else to do if no other recourse offers? Suffering obliterates compunctions. You can let your imagination run free among the possibilities of ailment and accident on those hard farms. She has met them all. A doctor, man or woman, with months of experience on a New York city police ambulance, is inured to every imaginable kind of human folly, disorder, and mishap; and as for any inhibitions of modesty on the part of the patient—well, as old John Heywood remarked in his Proverbes, some four hundred years ago, "he must needes goe that the devill drives." Men come, too, with other sorts of problem—domestic discord, anxieties about wild and wayward daughters and sons; even love-affairs of their own. A country doctor has to be pastor, teacher, and general friend-in-need. There's a wise old head on "Dr. Anna's" young shoulders, and a very tender heart below.

Lately she has been holding dental clinics, in connection with the schools, in four or five towns. In Berne, in what used to be an old church, the dentist washed his hands in a cut-glass bowl belonging to the Ladies' Aid.

"Twenty-five cents for each operation," the doctor told me, "whether a filling or an extraction; but no matter what or how many, it couldn't exceed a dollar. No bridgework or anything like that, of course; we were lucky just to make things even a little better than they were. Awful teeth, some of them. We only wish we could get at the grown-ups."

It is a lovely country, this in which "Dr. Anna" has her parish. Doubtless I think so because I live there; doubtless also I live there because I think so. You can go in to it southwest from Albany, over the escarpment of cliff where the "Indian Ladder" creeps through a gash in the rocky face. You can go round by way of Ravena, across the Onisquethau and the Hannacroix, past the great new reservoir whence henceforth Albany will derive its water. When it fills it will be quite comparable in size and beauty with Ashokan, and as you pass you can reflect that fifty feet under-water are the noted Indian Fields, where for ages the Six Nations gathered for momentous pow-wows. You can look northward over it from "Route 23" as you climb the north face of the Catskills, up from Catskill, Cairo, and Acre to East Windham, with the Catskill Creek between. A new lease of life is coming to that country, with the new roads and the automobile. One by one the tumbling, weather-gray old houses, still standing by virtue of stout, hand-hewn timbers joined by the generation of builders now all but extinct, are being restored for summer homes. One such I have rescued myself. Farmers are coming back. You can find sheep on hill-tops and in fields which for a generation have known only weeds and woodchucks. Here you can make a summer refuge amid a summer Paradise, with a vista of mountain scenery that you might go far to equal. Dr. William E. Rappard of Geneva sat on such a porch and wondered:

"With this to see, I do not understand why you have to go to Switzerland!"

Well that was his European tact and courtesy—this is not Switzerland; but it is very lovely. Looking across it, with proper telescopic vision you might see "Dr. Anna" and her colleagues, speeding about in dusty motors. Or, if you had the nerve to be there in winter you might discern her, perhaps on her new snowshoes, working her way across some drifted meadow to a cottage buried deep, to help someone out of illness, to ease an old life going out, or to welcome a new one coming in, brooking no delay.

PRODUCED BY UNZ.ORG
ELECTRONIC REPRODUCTION PROHIBITED